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CEDAW TASK FORCE

AGENDAS AND MINUTES

1998 – 2001

CEDAW = United Nations Convention on the Elimination of All Forms of
Discrimination Against Women

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Thursday, July 16, 1998 at 4:00 P.M.
25 Van Ness, 6th Floor
Department of Aging Conference Room
San Francisco, California 94102

DOCUMENTS DEPT.

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A G E N D A

**** Public Comment will be heard during each agenda item.**

1. CALL TO ORDER
2. ADOPTION OF AGENDA
3. INTRODUCTIONS
6. NEW BUSINESS
 - ☐ Background and Goals of the Convention on the Elimination of Discrimination of Women (CEDAW) Task Force
 - ☐ Overview of Parameters and Duties of Task Force
 - ☐ Discussion Regarding Guidelines for Gender Analysis
4. SCHEDULE TASK FORCE MEETINGS
5. PUBLIC COMMENT
6. ANNOUNCEMENTS
7. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decision in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at 554-4851.

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THE UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN



FACT SHEET

MARCH, 1998

1998 UPDATE

161 Countries have consented to be bound by the provisions of the U.N. Convention on the Elimination of All Forms of Discrimination Against Women:

Albania], [Algeria], [Andorra], Angola, [Antigua & Barbuda], Argentina, [Armenia], Australia, Austria, [Azerbaijan], [The Bahamas], Bangladesh, Barbados, [Belarus Republic], Belgium, [Belize], Benin], Bhutan, [Bolivia], [Bosnia & Herzegovina], [Botswana], Brazil, Bulgaria, Burkina Faso, [Burundi].

Cambodia], [Cameroon], Canada, Cape Verde, Central African Republic], [Chad], [Chile], China, Colombia, [Comoros], Congo, Costa Rica, Côte d'Ivoire], [Croatia], Cuba, Cyprus, Czech Republic], Democratic Republic of the Congo, Denmark, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea], [Estonia], Ethiopia, [Fiji], Finland, France, Gabon, [Gambia], [Georgia], Germany, Ghana, Greece, [Grenada], Guatemala, Guinea, Guinea-Bissau, Guyana.

Haiti, Honduras, Hungary, Iceland, [India], Indonesia, Iraq, Ireland, [Israel], Italy, Jamaica, Japan, [Jordan], Kenya, [Kyrgyzstan], [Kuwait], Lao People's Democratic Republic, [Latvia], Lebanon], [Lesotho], Liberia, [Libyan Arab Jamahiriya], [Liechtenstein], [Lithuania], Luxembourg], [Madagascar], Malawi, [Malaysia], Maldives], Mali, [Malta], Mauritius, Mexico, Mongolia, [Morocco], [Mozambique], [Myanmar].

Namibia], [Nepal], [Netherlands], New Zealand, Nicaragua, Nigeria, Norway, [Pakistan], Panama, Papua New Guinea], Paraguay, Peru, Philippines, Poland, Portugal, Republic of Korea, [Republic of Macedonia], [Republic of Moldova], Romania, Russian Federation, Rwanda, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & the Grenadines, Samoa], Senegal, [Seychelles], [Sierra Leone], Singapore], [Slovakia], [Slovenia], [South Africa], Spain, Sri Lanka, [Surinam], Sweden, Switzerland].

Tajikistan], Thailand, Togo, [Trinidad & Tobago], Tunisia, Turkey, [Turkmenistan], Uganda, Ukrainian Republic, United Kingdom of Great Britain & Northern Ireland, United Republic of Tanzania, Uruguay, [Uzbekistan], [Vanuatu], Venezuela, Viet Nam, Yemen, Yugoslavia, Zambia, Zimbabwe].

*Source: U.S. Congressional Record, March 24, 1988
Brackets indicate countries ratifying since 3/88.*

Q. & A. ON THE CONVENTION

Q. WHAT IS THE CONVENTION?

A. The Convention is the most comprehensive and detailed international agreement which seeks the advancement of women. The Convention, we believe, will contribute to achieving equality of men and women throughout the world.

Q. WHAT DOES THE CONVENTION DO FOR WOMEN?

A. The Convention establishes rights for women in areas not previously subject to international standards. Not only does the Convention define discrimination against women for the first time, it calls for action in nearly every field of human endeavor: politics, law, employment, education, health care, commercial transactions and domestic relations. Moreover, the Convention establishes a Committee on the Elimination of Discrimination Against Women to review periodically the progress being made by its adherents.

Q. WHAT IS THE STATUS OF THE CONVENTION?

A. The Convention was adopted by the UN General Assembly at the conclusion of the 34th Session and was opened for signature on December 18, 1979. This action represents the culmination of more than 16 years of effort in which the United States was an active participant. As of September 15, seventy-seven countries, including the United States, have signed the Convention, seven of which also ratified it. The Convention goes into effect 30 days after 20 countries have ratified it.

Q. WHAT DID IT MEAN WHEN THE UNITED STATES SIGNED THE CONVENTION IN COPENHAGEN?

A. Now that the Convention has been signed, it must be ratified in accordance with the procedures outlined by the United States Constitution. According to Article II, Section 2, the President is empowered to make treaties by and with the advice and consent of the Senate.

Q. DOES THE UNITED STATES SUPPORT RATIFICATION OF THE CONVENTION?

A. Yes, we believe that the substantive provisions of the Convention are consistent with the spirit of the U.S. Constitution and domestic laws. Furthermore, we support the thrust of the Convention and its underlying principles. As might be expected in the case of a document which is essentially the product of a consensus among all the members of the United Nations, the Convention contains certain language with which the United States is not fully satisfied. In addition, many of the subjects covered by the Convention are matters which are reserved to the states under the United States Constitution and ratification of the Convention should presumably be accompanied by an appropriate reservation preserving the prerogatives of the state government.

Q. WHAT REMAINS TO BE DONE FOR THE UNITED STATES TO RATIFY THE CONVENTION?

A. Once the Convention is transmitted to the Senate by the President, the Senate Foreign Relations Committee will hold hearings to consider ratification of the Convention. A two-thirds majority is required for advice and consent. When this is voted, the President is notified and the ratification procedure is complete.

*Source: U.S. Department of State,
September 17, 1980*

LEGISLATIVE HISTORY

Field Hearing, Boston, Mass. 12/05/88
Senate Foreign Relations Committee
Hearing, 08/02/90
House Resolution 116, 10/22/91
Senate Foreign Relations Committee
Hearing, 10/27/94
Senate Foreign Relations Committee
Vote In Favor 13-5, 10/29/94

WHAT IS GENDER ANALYSIS?

Gender analysis:

- Examines the differences in women's and men's lives, including those which lead to social and economic inequity for women, and applies this understanding to policy development and service delivery;
- Is concerned with the underlying causes of these inequities;
- Aims to achieve positive change for women.

Gender analysis aims to achieve *equity*, rather than equality.

- *Gender equality* is based on the premise that women and men should be treated in the same way. This fails to recognize that equal treatment will not produce equitable results, because women and men have different life experiences.
- *Gender equity* takes into consideration the differences in women's and men's lives and recognizes that different approaches may be needed to produce outcomes that are equitable.

Having a *gender perspective* does not necessarily add new duties, but rather simply requires a gender perspective when designing programs, policies, and services. The *gender analysis* for the City must include an evaluation of gender equity in the departments':

- Budget (allocation of funding)
- Employment (hiring, salary and promotions)
- Educational opportunities
- Delivery of services

EXAMPLE	GENDER EQUALITY	GENDER ANALYSIS
EMPLOYMENT PRACTICE	The number of women employed is equal to/greater than the number of men in most departments.	Review comparable wages for women and men; these are unequal. The number of women in high level decision making positions is low.
EDUCATIONAL OPPORTUNITIES	An apprentice program for engineers is open to all.	There is no recruitment taking place and primarily boys and men fill the apprentice program.
THE ALLOCATIONS OF FUNDS BY THE CITY OF SF	Funding for youth programs is the same for boys and girls.	Primarily boys, not girls, use the services that are funded for youth; the programs were designed with boys in mind.
SERVICE DELIVERY	Retirement program treats men and women equally.	Women live longer and earn less than men. A retirement program needs to take this into consideration in its design.
SERVICE DELIVERY [indirect] e.g. Installing lights in the city	Lights are placed in a community.	Lights not strategically placed may increase violence against women.

List of Departments

Department Name	Dept. #
Adult Probation	13
Agriculture & Weight & Measures	72
Airport	27
Animal Care/Control	76
Art Commission	28
Asian Art museum	62
Assessor	02
Board of Permit Appeals	37
Board of Supervisors	01
Building Inspection	19
Bureau of Light, Heat & Power	49
Calif. Academy of Sciences	60
Chief Administrative Officer	70
City Attorney	03
City Planning	29
Civil Service Commission	30
Clean Water	92
Controller	09
Convention Facilities	93
Commission on Aging	26
Commission on Status of Women	48
Community Mental Health	87
Count Clerk	15
County Clerk/Recorder	78
Coroner-Medical Examiner	74
Dept. of Elections	80
District Attorney	04
Electricity & Communications	75
Ethics Commission	18
Fine Arts Museum	61
Fire Department	31
Hetch Hetchy Water & Power	32
Human Resources	33
Human Rights Commission	34
Juvenile Probation	12
Laguna Honda Hospital	85
Law Library	63
Mayor's Office	25
Municipal Court	11

Parking & Traffic	36
Police Department	38
Port Commission	39
Public Administrator/Guardian	79
Public Defender	05
Public Health	83
Public Library	41
Public transportation Dept.	35
Public Utilities Commission	40
Public Works	90
Purchasing	91
Real Estate	71
Recreation & Parks	42
Redevelopment Agency	43
Rent Arbitration Board	65
Retirement	44
S.F. general Hospital	86
S.F. Unified school District	07
Sheriff	06
Social Services	45
Superior Court	10
Transportation Authority	16
Treasurer/Tax Collector	08
War Memorial	46
Water Department	47

GOALS FOR THE LOCAL IMPLEMENTATION OF CEDAW

VIOLENCE AGAINST WOMEN AND GIRLS

- Ensure police enforcement of criminal penalties and civil remedies.
- Provide protective and support services for survivors, including counseling and rehabilitation programs.
- Provide gender sensitive training of city employees.
- Provide rehabilitation programs for perpetrators of violence against women.
- Protect women and girls from sexual harassment in their places of employment, school, public transportation, including the rapid investigation of complaints.
- Ensure diligent investigation of violence against prostitutes.
- Fund projects to help prostitutes who have been the victims of violence.
- Ensure that all public works projects include measures to protect the safety of women and girls.
- Fund public programs to change the traditional attitudes concerning the roles and status of women and men.

HEALTH CARE

- Ensure, on a basis of equity, information about and access to adequate health care facilities and services, including information, counseling, and services in family planning.
- Ensure that women and girls receive appropriate services in connection with prenatal care, delivery, and the post-natal period.

EMPLOYMENT & EDUCATIONAL OPPORTUNITIES

- Promote equal access to educational opportunity for women and girls.

- Ensure the right to equal employment opportunities, including the application of equitable criteria for selection in matters of employment and the right to receive access to, and vocational training for, nontraditional jobs.
- Ensure the right to promotion, job security and all benefits of service, regardless of parental status.
- Particularly encourage appointment of women to decision-making posts, city revenue generating and managing commissions, and judicial positions.
- Ensure right to equal remuneration, including benefits and equal pay in respect to work of equal value.
- Ensure protection of health and safety in working conditions.
- Promote through funding and services child care facilities, paid family leave, and family-friendly policies.
- Urge financial institutions to facilitate women's access to bank accounts, loans and mortgages.

S.F. Champions Women's Human Rights

By Ruth Rosen

WHEN YOU'VE LIVED in Berkeley as long as I have, it's no longer shocking when a city passes foreign policy or boycotts the products of other nations. Now San Francisco has taken the slogan "think global, act local," one step further.

On April 13, the San Francisco Board of Supervisors unanimously passed the first-ever city ordinance to comply with an international treaty that the Senate has refused to ratify for more than 20 years. A day later, Mayor Willie Brown signed it into law. Now it is time for Congress to ratify this treaty as well.

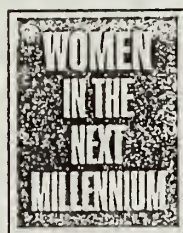
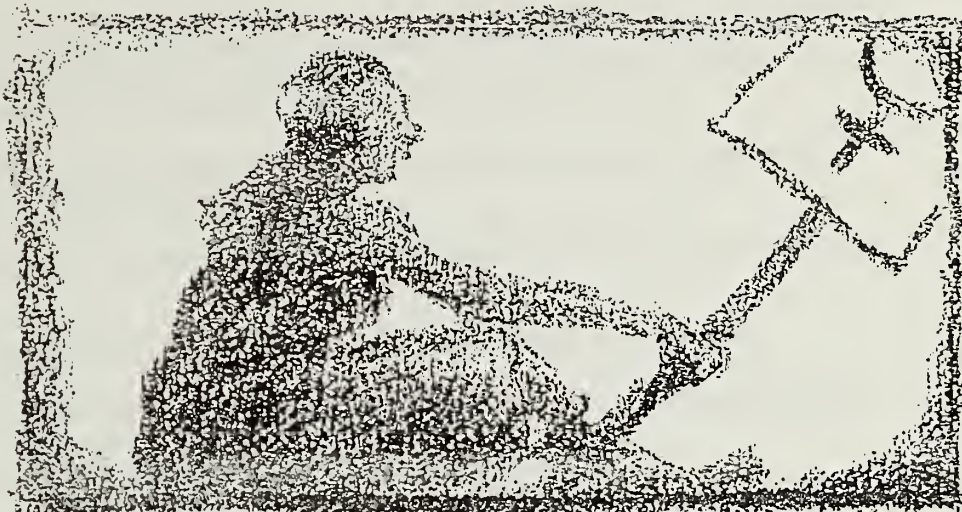
Nicknamed CEDAW, the treaty stands for the Convention for the Elimination of All Forms of Discrimination Against Women, signed in 1979 and ratified by 161 countries. The United States now has the distinction of being the only industrial society that has never ratified this treaty. Why? Some will say that Jesse Helms is the major culprit.

Others will explain that American women's human rights are already protected by law and by custom. (In that case, why the hesitation to ratify it?)

Whatever the reason, until the United States ratifies CEDAW, it is not obliged to comply with the treaty's provisions. Although 10 states, six counties and five cities in this country have passed resolutions urging the United States to ratify CEDAW, the city "that knows how" simply decided to implement the treaty's requirements.

Board of Supervisors President Barbara Kaufman introduced the ordinance, explaining that "San Francisco must take a leadership role in protecting women's human rights. We cannot wait for the U.S. government to do so. This ordinance gives the principles of CEDAW some teeth." So what, cynics will ask, can San Francisco now accomplish that it could not do before?

The legislation directs the city's Commission on the Status of Women to estab-



lish a CEDAW task force. The commission will also conduct gender analyses of employment, funding and service delivery practices of city departments. "These studies," says Sonia

Melara, commission executive director, "will provide the city with the information necessary to defend women's human rights and to improve the lives of women and girls in San Francisco." The commission will develop action plans based on the data to redress any discrimination that is uncovered. Further, the commission will provide human rights training to city departments.

Is this really necessary? The answer is a resounding yes. International treaties provide a moral compass by which we measure how well a government is protecting the rights of its people.

In the last decade, global networks of women have redefined women's rights as human rights. In the past, human rights groups identified only state-sanctioned violence as a violation of human rights. But women's human rights are most of-

ten violated by their families, relatives and communities. Global feminists have argued that the world community must have the courage to call a custom a crime.

In 1994, the United Nations agreed. At the Vienna Tribunal on Human Rights, delegates passed a resolution that declared that any violence against women and girls constituted a violation of their human rights. Eventually, redefining women's rights as human rights may include arranged marriages, dowry death, genital mutilation, threat of death after rape, and the selling of girls for marriage or into prostitution.

President Clinton has supported the ratification of CEDAW, but it is not high on his "must do" list. Many American women, moreover, have never heard of CEDAW. But wait, that will change when November draws near. Soon, political incumbents and candidates will have to explain their indifference to women, whose growing political power can abruptly end a politician's career. Listen up, Senators, the gender gap has not evaporated.

Ruth Rosen, a professor of history at UC Davis, writes on politics and culture.

Summary of CEDAW

Article 1:

Defines discrimination against women as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of marital status, on the basis of equality between men and women, of human rights or fundamental freedom in the political, economic, social, cultural, civil, or any other field."

Article 2:

Mandates concrete steps, implementing laws, policies and practices to eliminate discrimination against women and embody the principle of equality.

Article 3:

Requires action in all fields - civil, political, economic, social, and cultural - to advance the human rights of women.

Article 4:

Permits affirmative action measures to accelerate equality and eliminate discrimination.

Article 5:

Recognizes the role of culture and tradition, and calls for the elimination of sex role stereotyping.

Article 6:

Requires suppression of traffic in women and exploitation of prostitutes.

Article 7:

Mandates ending discrimination against women in political and public life.

Article 8:

Requires action to allow women to represent their governments internationally on an equal basis with men.

Article 9:

Mandates that women will have equal rights with men to acquire, change or retain their nationality and that of their children.

Article 10:

Obligates equal access to all fields of education and the elimination of stereotyped concepts of the roles of men and women.

Article 11:

Mandates the end of discrimination in the field of employment and recognizes the right to work as a human right.

Article 12:

Requires steps to eliminate discrimination from the field of health care, including access to family planning. If necessary, these services must be free of charge.

Article 13:

Requires that women be ensured equal access to family benefits, bank loans, credit, sports and cultural life.

Article 14:

Focuses on the particular problems faced by rural women.

Article 15:

Guarantees equality before the law and equal access to administer property.

Article 16:

Requires steps to ensure equality in marriage and family relations.

Article 17:

Calls for the establishment of a committee to evaluate the progress of the implementation of CEDAW.

Articles 18-30: Set forth elements of the operation of the treaty.

RESPONSIBILITIES AND TASKS

Ordinance for Local Implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in San Francisco

- *Designates the Commission on the Status of Women (COSW) as the local agency responsible for implementing and monitoring CEDAW.*
- *Establishes a CEDAW Task Force to assist in implementing CEDAW.*
 - Task Force reports to Mayor, Board of Supervisors and the COSW every six months.
 - Members of Task Force shall be as follows: President of Human Rights Commission or designee; staff member from Mayor's office knowledgeable about City's budget; head of Department of Human Resources or designee; President of Board of Supervisors or designee; representative of a City-recognized union experienced in women's issues; President of the COSW or designee; and five members from the community as follows:
 - a. International human rights and CEDAW—2
 - b. Economic development and employment—1
 - c. Healthcare—1
 - d. Violence against women—1
- *Task Force expires on December 31, 2002 unless the Board of Supervisors renews its powers.*
- *CEDAW Task Force, in cooperation with COSW, shall develop gender analysis guidelines and*
 - Identify City Departments to undergo gender analysis.
 - Conduct gender analysis which must include an evaluation of gender equity in selected departments' budgets, allocation of funding, employment practices, delivery of direct or indirect services, and operations. The analysis shall also address the departments' compliance with CEDAW as set forth within the ordinance.
 - Evaluate the gender analyses and reports.
 - Recommend reparative measures for any deficiencies.
 - Recommend a schedule for review for the implementation progress.
 - Recommend the implementation of the CEDAW principles in the private sector.
 - Recommend the implementation of an integrated service plan for women and girls.
- *Requires departments to take action to redress discrimination against women and girls.*
 - On or about November 16, 1998, and every six months thereafter. The CEDAW Task Force must report on the local implementation of CEDAW to the Mayor, the Board of Supervisors, and COSW.
 - CEDAW Task Force and COSW must submit gender analyses by May 1, 1999.
 - By September 1, 1999, COSW must submit Action Plans that address any and all deficiencies found in their gender analyses; describe remedial measures to correct those deficiencies; and set forth actions the department is taking to implement CEDAW.
 - The Board of Supervisors committee responsible for considering City budget shall hold a hearing to receive recommendations and reports of CEDAW Task Force and COSW.
- *Mandates human rights education for City departments*
 - COSW shall be responsible for training designated departments in gender analysis.
 - COSW shall train each department in human rights with a gender perspective.



City & County of San Francisco Commission on the Status of Women

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Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

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JULY 16, 1998

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1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:05 P.M.

MEMBERS PRESENT

Gail Stein, Board of Supervisors
Cosette Thompson, Amnesty International
Younna Chalala, Women's Steering Committee and WILD
Krishanti Dharmaraj, WILD
Dorothy Yee, City and County of San Francisco
Rebecca Prozan, Mayor's Office
Leirion Gaylor, Mayor's Office of Budget Analysis
Patty Chang, COSW and Women's Foundation

STAFF PRESENT

Ann Lehman
Amy Ackerman

2. ADOPTION OF AGENDA

3. BACKGROUND ON CEDAW

There was an overview and discussion of the history of CEDAW, its local implementation, and the formation of the Task Force. The international treaty was signed in 1979 by President Carter, but remains unratified by the U.S. senate. Several local organizations participated in the passing of the ordinance in San Francisco, the only city to have implemented this treaty as a local law. The Task Force is comprised community members and government officials working together to investigate issues of human rights violations via gender discrimination in City and County departments and to make recommendations to rectify any discriminatory practices.

4. GENDER ANALYSIS

Gender was described as a construction that defines women and men based on the roles, values, and relationships placed upon them by society. Gender Analysis seeks to investigate the discrepancy between men's and women's lives and the impact that these

differences make on programs and policies, both in their design and their delivery of services.

5. PARAMETERS AND DUTIES OF TASK FORCE

City staff presented an outline of the legal status of the Task Force, and overviewed its main goals: to conduct Gender Analysis studies on City departments, to use the data generated to formulate a remedial Action Plan, to implement the changes suggested, and to continue investigation into the private sector.

6. OVERVIEW OF RULES OF PUBLIC MEETINGS

Staff reviewed the Laws Governing the Conduct of Public Officials, including the Brown Act and the Sunshine Ordinance.

7. DISCUSSION REGARDING DEPARTMENT SELECTION

A list of City departments was reviewed and discussion about which ones might be chosen for analysis ensued. Selection of departments to be analyzed will be on the agenda for the next meeting. Krishanti Dharmaraj will review gender analysis guidelines.

8. SCHEDULING OF MEETINGS

The next meeting was set for Thursday, August 6, 1998, from 4-6 P.M. at a location yet to be announced.

The following meeting will be held on September 3, 1998.

The October meeting was rescheduled to be held on October 8, 1998, the second Thursday of the month.

The regular meeting time of the Task Force was set for the first Thursday of every month from 4-6 P.M.

9. PUBLIC COMMENT

None.

10. ANNOUNCEMENTS

On October 1, 1998, WILD will have a full-day training on CEDAW.

On August 13-15, 1998, the San Francisco COSW will be hosting the California Commissions for Women Annual Convention.

11. ADJOURNMENT

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**COMMISSION ON THE STATUS OF WOMEN, 25 Van Ness, Suite 130,
San Francisco, CA 94104, 415.252.2570, Facsimile 415.252.2575**

**City and County of San Francisco
CEDAW Task Force Meeting
Thursday, August 6, 1998 at 4:30 P.M.
Human Rights Commission Conference Room
25 Van Ness, 8th Floor, SF**

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Please note new time and location.

A G E N D A

**** Public Comment will be heard after each agenda item.**

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

☐ Meeting July 16, 1998

4. OLD BUSINESS

☐ DISCUSSION ITEM: Departments to undergo Gender Analysis

5. NEW BUSINESS

☐ ACTION ITEM: Vote on departments to undergo Gender Analysis

☐ DISCUSSION ITEM: Gender Analysis Guidelines

☐ DISCUSSION ITEM: Gender Analysis Consultant

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

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16/1

CEDAW Task Force Information Roster

<u>Name</u>	<u>Organization</u>	<u>Status</u>
Amy Ackerman	City Attorney's Office	STAFF
Patricia Chang	Commission on the Status of Women	MEMBER
Younna Chlala	Amnesty International USA	ALTERNATE
Frank Chong	Human Rights Commission	MEMBER
Krishanti Dharmaraj	WILD	MEMBER
Leirion Gaylor	Office of the Mayor	MEMBER
Andrea Gourdine	Department of Human Resources	MEMBER
Dian Harrison	Planned Parenthood	MEMBER
Barbara Kaufman	Board of Supervisors	MEMBER
Ann Lehman	Commission on the Status of Women	STAFF
Cindy Moreno	Wider Opportunities for Women	
Lawanna Preston	San Francisco Labor Council	MEMBER
Rebecca Prozan	Office of the Mayor	ALTERNATE
Gail Stein	Board of Supervisors	ALTERNATE
Cosette Thompson	Amnesty International USA	MEMBER
Dorothy Yee	Department of Human Resources	ALTERNATE



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Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES
AUGUST 6, 1998

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AUG 21 1998

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1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Patricia Chang
Krishanti Dharmaraj
Leirion Gaylor
Martha Knutzen
Cindy Moreno
Rebecca Prozan
Gail Stein
Cosette Thompson
Dorothy Yee

STAFF PRESENT

Amy Ackerman, Deputy City Attorney (left early)
Ann Lehman, Policy Analyst, COSW
Gloria Ng, Intern, COSW
Diana Smith, Intern, COSW

2. ADOPTION OF AGENDA-passed.

3. ADOPTION OF MINUTES-passed.

4. NEW BUSINESS

DISCUSSION: Gender Analysis Guidelines

There was a discussion of what specific areas and topics the gender consultant will investigate using "Essential Elements in the Development of a Gender-Sensitive Approach In the United Nations Human Rights Activities" handout as an example. Issues concerning recruitment, hiring, services, harassment policies, programs of special assistance, salary equity, and staff gender distribution were mentioned among the important factors to study.

DISCUSSION: Gender Analysis Consultant

The difficulties of finding a consultant with experience in the various areas of expertise necessary for this analysis were discussed, and the groundbreaking nature of the job was mentioned as a potential opportunity for a firm to showcase their commitment to gender sensitivity and human rights.

DISCUSSION: Department Selection

There was a discussion about choosing which departments will undergo investigation. Gender statistics data on the departments was reviewed, and the task force considered multiple characteristics in ensuring a useful analysis.

ACTION: Departments to Undergo Gender Analysis

A selection of four departments were unanimously approved for study:

- ☐ City Attorney
- ☐ Human Services
- ☐ Juvenile Probation
- ☐ Public Works.

5. SET AGENDA FOR NEXT MEETING

The next meeting is set for September 3, 1998. COSW will discuss the Request For Proposals to hire the gender analysis consultant. The Task Force will continue to brainstorm on strategies for outreach.

6. PUBLIC COMMENT

Introductions.

7. ANNOUNCEMENTS

The Commission on the Status of Women is hosting the California Commissions for Women Convention from August 13 through August 16.

8. ADJOURNMENT

The meeting was adjourned at 6:12 P.M.

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/3/98
**COMMISSION ON THE STATUS OF WOMEN, 25 Van Ness, Suite 130,
San Francisco, CA 94104, 415.252.2570, Facsimile 415.252.2575**

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**City and County of San Francisco
CEDAW Task Force Meeting
Thursday, September 3, 1998 at 4:30 P.M.
Human Rights Commission Conference Room
25 Van Ness, 8th Floor, SF**

American Sign Language Interpreters and a Sound Amplification System provided upon request with 48 hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

**** Public Comment will be heard after each agenda item.**

- 1. CALL TO ORDER/ROLL CALL**
- 2. ADOPTION OF AGENDA**
- 3. ADOPTION OF MINUTES**

☐ Meeting August 6, 1998

- 4. OLD BUSINESS**

DISCUSSION ITEM: Further Discussion of Gender Analysis Guidelines

ACTION ITEM: Vote on Departments to Undergo Gender Analysis

DISCUSSION ITEM: Further Discussion about Recruitment and Outreach for Gender Consultant

- 5. NEW BUSINESS**

DISCUSSION ITEM: Starting Gender Analysis in the Selected Departments

- 6. PUBLIC COMMENT**
- 7. ANNOUNCEMENTS**
- 8. ADJOURNMENT**

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES - SETMBER 3, 1998

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:40 P.M.

MEMBERS PRESENT

Leirion Gaylor
Marian Daub
Cosette Thompson
Krishanti Dharmaraj
Cindy Moreno
Dorothy Yee

STAFF PRESENT

Ann Lehman
Leatrice Miyashiro
Sonia Melara, on behalf of Patti Chang

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SEP 25 1998

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Since there was no quorum no actions could take place. Informal discussion as follows:

- The selection of the four departments was discussed. In particular, whether a possible conflict of interest or appearance of conflict of interest might develop with gender analysis of the City Attorney's office since there is a deputy city attorney assigned as staff to the Task Force. It was reported that the City Attorney and her staff did not feel this would be a conflict. It was agreed to leave this as an action item for the next meeting.
- There was a long discussion of the Draft of the Guidelines for Gender Analysis of City Departments. Some concern was expressed that the information provided was too specific and that we would look to the consultant to guide us. It would be helpful, however, to give some direction for the RFP (Request for Proposals). It was also discussed how much the consultant would work on the educational and training piece of CEDAW. What we are looking for now, is a research and analysis person or firm, not a training firm, to focus on gender analysis.
- There was a discussion of where to find the best consultant. A few names of firms and individuals were given. This will require further research.
- A job description for the new position at COSW was distributed with a request to distribute this as far and wide as possible, since this position will be working closely with current staff; Ann Lehman to implement CEDAW.
- Lastly, some discussion on how to ensure a quorum at the next meeting.

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10/8/98
**COMMISSION ON THE STATUS OF WOMEN, 25 Van Ness Ave., Suite 130,
San Francisco, CA 94104, 415.252.2570, Facsimile 415.252.2575**

**City and County of San Francisco
CEDAW Task Force Meeting**

**NOTE: Thursday, OCTOBER 8, 1998
at 4:00 P.M.**

**COMMISSION ON AGING,
CONFERENCE ROOM
25 Van Ness, 6th Floor, SF**

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SEP 25 1998

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A G E N D A

*** Public Comment will be heard after each agenda item.*

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ☐ Meeting August 6, 1998
- ☐ Meeting September 3, 1998

4. OLD BUSINESS

- ☐ **ACTION ITEM:** Vote on Departments to Undergo Gender Analysis
- ☐ **DISCUSSION ITEM:** Additional Recruitment and Outreach for Gender Consultant and Selection
- ☐ **DISCUSSION ITEM:** Review of Gender Analysis Guidelines

5. NEW BUSINESS

- ☐ **DISCUSSION ITEM:** Starting Gender Analysis in the Selected Departments
- ☐ **DISCUSSION ITEM:** Timeline for CEDAW

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES - OCTOBER 8, 1998

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

1. CALL TO ORDER/ROLL CALL

MEMBERS PRESENT

Patti Chang
Younna Chala
Leirion Gaylor
Krishanti Dharmaraj
Martha Knutzen
Ghada Saliba-Malouf
Gail Stein
Ken Theisen

STAFF PRESENT

Ann Lehman, COSW
Diana Smith, Intern COSW

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OCT 29 1998

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2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

- ☐ Meeting August 6, 1998
- ☐ Meeting September 3, 1998

4. OLD BUSINESS

- ACTION ITEM: Vote on Departments to Undergo Gender Analysis

Task Force m/s/p to maintain previously selected four departments to undergo gender analysis. (Public Works, Human Services, City Attorney, Juvenile Probation). There was a discussion as to whether a full gender analysis, with a focus on employment and educational opportunities practices, delivery of direct and indirect services (customer services), operations, budgets, and allocation of funding was too much for the limited funds available. It was decided to see what types of proposals were forthcoming prior to making any changes.

A subcommittee was formed to review the proposals and make recommendations to the COSW and the Task Force. (Krishanti Dharmaraj, Leirion Gaylor, Gail Stein with assistance from Ann Lehman)

- **DISCUSSION ITEM: Additional Recruitment and Outreach for Gender Consultant and Selection**

Over 100 consultants, firms, individuals, organizations, professors were contacted. It was suggested that a notice be sent to all the state commissions.

- **DISCUSSION ITEM: Review of Gender Analysis Guidelines**

There was a lengthy discussion of the gender analysis priorities. A presentation was given by Leirion Gaylor, Budget Analyst of the Mayor's Office with a focus on known current best practices. Both Leirion Gaylor and Krishanti Dharmaraj agreed to do further research in this area.

5. NEW BUSINESS

- **DISCUSSION ITEM: Starting Gender Analysis in the Selected Departments**

It was agreed to have Supervisor Barbara Kaufman contact each of the departments to notify them that they would be undergoing gender analysis with follow up letter from COSW.

- **DISCUSSION ITEM: Timeline for CEDAW**

The draft timeline was discussed. It looks ambitious. Some suggestions were made. See attached updated version.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

There will be a CEDAW Human Rights training on Saturday, November 7, 1998. Contact WILD for further details (415) 837-0795.

COMMISSION ON THE STATUS OF WOMEN, 25 Van Ness Ave., Suite 130,
San Francisco, CA 94104, 415.252.2570, Facsimile 415.252.2575, <http://ci.sf.ca/cosw>

City and County of San Francisco

CEDAW Task Force Meeting

Thursday, NOVEMBER 5, 1998, 4:00 P.M.

COMMISSION ON AGING,

CONFERENCE ROOM

25 Van Ness, 6th Floor, SF

American Sign Language interpreters and a Sound Amplification System provided upon request with 48 hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting October 8, 1998

4. NEW BUSINESS

- **DISCUSSION ITEM:** Discussion of Request for Proposals and selection of consultant
- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis
- **DISCUSSION ITEM:** Progress Report to Mayor and Board of Supervisors

5. OLD BUSINESS

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- **DISCUSSION ITEM:** Review timeline for CEDAW

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – NOVEMBER 5, 1998

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Cindy Moreno
Younna Chala
Leirion Gaylor
Toni Guy
Martha Knutzen
Dorothy Ye
Gail Stein
Ken Theisen

STAFF PRESENT

Ann Lehman, COSW
Amy Ackerman, Deputy City Attorney

2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

□ Meeting October 8, 1998

4. NEW BUSINESS

- **DISCUSSION ITEM:** Discussion of Request for Proposals and selection of consultant – Six proposals from women and minorities were received; but due to some technical problems the Human Rights Commission requested we return the proposals without review and reissue the RFP. COSW's request for a good faith waiver was denied. The revised RFP was reviewed with a new deadline of November 30, 1998. A new selection committee was created which will meet on December 3, 1998.

- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis. Postponed as premature.
- **DISCUSSION ITEM:** Progress Report to Mayor and Board of Supervisors – Task Force discussed the work we have done thus far and authorized Ann Lehman and Gail Stein to prepare and send the report.

5. OLD BUSINESS

- **DISCUSSION ITEM:** Review timeline for CEDAW -- The timeline and task list was reviewed and adjusted to correlate with the new RFP deadlines. It was recognized that the first year's schedule in particular is ambitious and the dates were listed as goals rather than deadlines. Once a consultant is hired the Task Force will review these dates.

6. PUBLIC COMMENT

Introductions of public.

7. ANNOUNCEMENTS

The CEDAW Human Rights Training was postponed.

8. ADJOURNMENT



City & County of San Francisco
Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Thursday, DECEMBER 17, 1998, 4:00 P.M.
COMMISSION ON AGING
CONFERENCE ROOM
25 Van Ness, 6th Floor, SF

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting November 5, 1998

4. NEW BUSINESS

- **DISCUSSION ITEM:** Review of Selection Committees decision regarding gender analysis consultant and negotiations to date.
- **ACTION ITEM:** Schedule of meetings for 1999.
- **DISCUSSION ITEM:** Task Force Membership.

5. OLD BUSINESS

- **DISCUSSION ITEM:** Review progress report sent to Mayor and Board of Supervisors.
- **DISCUSSION ITEM:** Review revised timeline for CEDAW.
- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis or timelines.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

To: The Mayor, Board of Supervisors, & Commission on the Status of Women
From: Patti Chang, Chair, CEDAW Task Force, President, Commission on the Status of Women
Date: November 16, 1998

In April of this year, Mayor Willie Brown and the San Francisco Board of Supervisors enacted a local ordinance (No. 128-98) modeled on the UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW). This Ordinance made San Francisco the first city in the United States to support the implementation of the underlying principles of CEDAW on a local level. The Ordinance requires the City to ensure the protection of human rights, including the elimination of discrimination against women and girls.

Word of San Francisco's lead in this area has spread and inquiries about our progress have come from all over the world. There has been coverage of the CEDAW ordinance in newspapers and journals throughout the United States.

The Ordinance establishes a CEDAW Task Force to assist in its implementation. The Ordinance requires periodic reports of our progress; this report is the first. In June, the Commission on the Status of Women established the CEDAW Task Force. The Task Force held its first meeting in July, 1998 and has met monthly since then. Attached is a list of Task Force members and their designees.

The Task Force quickly went to work outlining its duties and responsibilities and educating itself in *human rights with a gender analysis*. The ordinance requires departments designated by the CEDAW Task Force to undergo gender analysis to determine whether the department is implementing the principles of CEDAW or discriminating against women and girls in its budget allocations, provision of direct or indirect services, or employment practices. Guidelines were drafted and discussed in preparation for selection of the four city departments to undergo gender analysis. The Task Force researched both demographics of each department and reviewed criteria for selection. The Task Force then chose four city departments that represent a segment of the City's workforce that the Task Force thought would be representative of the whole. The four selected departments (**City Attorney, Juvenile Probation, Public Works, Human Services**) have been notified and requested to designate a management-level employee to serve as a liaison to the CEDAW Task Force and the Commission on the Status as required in the ordinance.

The Task Force next set out to draw up a Request for Proposals to hire an expert to design and conduct gender analysis. Since this type of analysis has never been done before on a local government level, the search for an expert was very broad, utilizing many local resources and extensive research on the Internet. The RFP is presently pending; inquiries to date indicate that many groups will be watching our progress. Attached is time and task schedule for the work of the Task Force.

CEDAW Task Force Membership

1. PATRICIA CHANG, Chair, President Commission on the Status of Women
2. FRANK CHONG, Human Rights Commission President
MARTHA KNUTZEN, Human Rights Commission, Alternate designee
GHADA SALIBA-MALOUF, Human Rights Commission, Alternate designee
3. KRISHANTI DHARMARAJ, Community member for international human rights
4. LEIRON GAYLOR, Mayor's City Budget Office
REBECCA PROZAN, Office of the Mayor, Alternate designee
5. ANDREA GOURDINE, Director Human Resources Department
DOROTHY YEE, Department of Human Resources, Alternate designee
6. DIAN HARRISON, Community member for healthcare
7. TONI GUY, Alternate designee
8. BARBARA KAUFMAN, President Board of Supervisors
GAIL STEIN, Board of Supervisors, Alternate designee
9. CINDY MORENO, Community member for economic development & employment
10. LAWANNA PRESTON, San Francisco Labor Council
11. KEN THEISEN, Community member for violence against women
12. COSETTE THOMPSON, Community member for international human rights
YOUMNA CHALA, Alternate designee

Staff

ANN LEHMAN, Policy Analyst, Commission on the Status of Women
AMY ACKERMAN, Deputy City Attorney

CEDAW TASK FORCE SCHEDULE

The anticipated schedule for the CEDAW Task Force is as follows:

<u>Action</u>	<u>Date</u>
RFP is advertised and issued by the City.....	September 29, 1998
Proposals are due.....	November 30, 1998
Review and selection.....	Early December
Contract negotiations.....	Mid December
Task Force gives progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 1998
Contract to begin.....	January 1, 1998 (Goal)
Final design of gender analysis process & guidelines.....	February 15, 1999
Begin Implementation of gender analysis	March 1, 1999
Draft gender analysis report due date.....	April 1, 1999 (Goal)
Draft recommendations	April 15, 1999 (Goal)
Final gender analysis and recommendations are submitted to Mayor & Board of Supervisors.....	May 1, 1999 (Goal)
Task Force hearings for public comment on gender analysis...	June, 1999
Draft action plan to implement recommendations.....	July 15, 1999
Final action plan submitted to Mayor & Board of Supervisors.....	September 1, 1999
Board of Supervisors Hearing on Action Plan & Analysis..... (Committee responsible for considering the City's Budget)	Fall, 1999
Task Force to recommend to the Mayor, the Board of Supervisors, and the Commission on the Status of Women a schedule for a detailed review of progress made on the implementation of the recommendations contained in the action plan.....	September 1999-2002
COSW training each department in human rights with a gender perspective	October, 1999-2002
Task Force gives progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 1999
Task Force hearings on work toward implementing the principles of CEDAW in the private sector.....	February, 2000
Task Force recommends the implementation of the principles of CEDAW in the private sector.....	Spring, 2000
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	May 16, 2000
Task Force hearings to investigate the implementation of an integrated service plan for women and girls.....	Fall, 2000
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 2000

Task Force to evaluate and recommend the implementation of an integrated services plan for women and girls.....	Spring, 2001
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	May 16, 2001
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 2001
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	May 16, 2002
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 2002
Task Force Ends.....	December 31, 2002

12/1/98



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Thursday, DECEMBER 17, 1998, 4:00 P.M.

COMMISSION ON AGING
CONFERENCE ROOM

25 Van Ness, 6th Floor, SF

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DEC 15 1998

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AMENDED A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting November 5, 1998

4. NEW BUSINESS

- **DISCUSSION ITEM:** Review of Selection Committees decision regarding gender analysis consultant and negotiations to date.
- **ACTION ITEM:** Schedule of meetings for 1999.
- **DISCUSSION & POSSIBLE ACTION ITEM:** To investigate, evaluate and recommend the implementation of the principles of CEDAW in the private sector

Task, such as the Bank of America merger and issues arising therefrom. (*Admin. Code #12K.4 (c) (8)*).

5. OLD BUSINESS

- **DISCUSSION ITEM:** Review progress report sent to Mayor and Board of Supervisors.
- **DISCUSSION ITEM:** Review revised timeline for CEDAW.
- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis or timelines.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

Know Your Rights Under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES - DECEMBER 17, 1998

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Patti Chang
Leirion Gaylor
Toni Guy
Cossette Thompson
Gail Stein
Ken Theisen
Krishanti Dharmaraj

STAFF PRESENT

Ann Lehman, COSW

Public

Cheyenne Bell,
Juvenile Probation

2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

- Meeting November 5, 1998

4. OLD BUSINESS

- **DISCUSSION ITEM:** Review of Selection Committees decision regarding gender analysis consultant and negotiations to date. The same six proposals were received under the revised RFP process; the selection committee interviewed four finalists on December 17, 1998.
- **ACTION ITEM:** Schedule of meetings for 1999. M/s/p Meetings were set for Jan. 7 at 4:00 p.m. and also for Jan. 21 at 4:30 p.m. 1999.

- **DISCUSSION & POSSIBLE ACTION ITEM:** To investigate, evaluate and recommend the implementation of the principles of CEDAW in the private sector, such as the Bank of America merger and issues arising therefrom. (*Admin. Code #12K.4 (c) (8)*). This item was discussed and further research will take place. The item will be noticed again for the next meeting.
- **DISCUSSION ITEM:** Review revised timeline for CEDAW. **M/s/p** The timeline will be adjusted to begin when the contract is signed and the gender analysis will be completed in four months from that date.
- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis or timelines. **M/s/p** The Departments are prioritized as follows: 1) Department of Public Works, 2) Juvenile Probation, 3) City Attorney, 5) Department of Human Services with a directive to do a gender analysis of at least two departments.

6. PUBLIC COMMENT

Introductions of public member, Cheyenne Bell, Juvenile Probation.

7. ANNOUNCEMENTS

Each department selected has appointed a liaison person.

8. ADJOURNMENT



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Thursday, January 7, 1998, 4:00 P.M.
COMMISSION ON AGING
CONFERENCE ROOM
25 Van Ness, 6th Floor, SF

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DEC 24 1998

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting December 17, 1998

4. NEW BUSINESS

- **DISCUSSION ITEM:** Review of Selection Committees decision regarding gender analysis consultant and negotiations to date.
- **ACTION ITEM:** Schedule of meetings for 1999.
- **DISCUSSION & POSSIBLE ACTION ITEM:** To investigate, evaluate and recommend the implementation of the principles of CEDAW in the private sector,

such as the Bank of America merger and issues arising therefrom. (*Admin. Code #12K.4 (c) (8)*).

5. OLD BUSINESS

- **DISCUSSION ITEM:** Review revised timeline for CEDAW.
- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis or timelines.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – JANUARY 7, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Patti Chang
Dorothy Yee
Cossette Thompson
Gail Stein
Ken Theisen
Krishanti Dharmaraj

STAFF PRESENT

Ann Lehman, COSW

Public

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JAN 21 1999

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2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

- ☐ Meeting December 17, 1998

4. OLD BUSINESS

- DISCUSSION ITEM:** Review of Selection Committee's decision regarding gender analysis consultant and negotiations to date. The Selection Committee chose S.A.G.E. of NYC, NY as its first choice for negotiations. SAGE submitted a budget and suggested work outline. The Task Force reiterated its desire to have the consultant design and implement in the Department of Public Works and Juvenile Probation a gender analysis within the \$50,000 budget.

- **ACTION ITEM:** Schedule of meetings for 1999. **M/s/p** Meetings were set for Jan. 7 for Thursday, **Jan. 21** at 4:30 p.m. 1999, Thursday, February 4, 1999 at 4:00 p.m., Thursday **March 4**, 1999 at 4:00 p.m., Thursday **March 18**, 1999 at 4:00 p.m., Tuesday **March 30**, 1999 at 4:00 p.m., Tuesday, **April 13**, 1999 at 4:00 p.m., Tuesday April 27, 1999 at 4:00 p.m. and Thursday, **May 13**, 1999 at 4:00 p.m. Meetings for the rest of the year will be set at a later time.
- **DISCUSSION & POSSIBLE ACTION ITEM:** To investigate, evaluate and recommend the implementation of the principles of CEDAW in the private sector, such as the Bank of America merger and issues arising therefrom. (*Admin. Code #12K.4 (c) (8)*). It was reported that Patti Chang and Sonia Melara of COSW met with Kathleen Brown of BofA and were promised some specific figures on numbers of women employed and status. Patti Chang will follow up to obtain these stats.
- **DISCUSSION ITEM:** Review revised timeline for CEDAW. The timeline will be adjusted to begin when the contract is signed and the gender analysis will be completed in four months from that date. The new start date will be no later than March 1, 1999.
- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis or timelines. The Departments are prioritized as follows: 1) Department of Public Works, 2) Juvenile Probation, 3) City Attorney, 5) Department of Human Services with a directive to do a gender analysis of at least two departments. There was no change in this order.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

The CEDAW position at COSW was reopened for applications the new deadline is Jan. 15. 1999. A job description was handed out and is available on COSW's website <http://www.ci.sf.ca.us/cosw>.

DHR supplied a breakdown of the two chosen departments by gender and ethnic breakdown to be given to the consultants.

8. ADJOURNMENT



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Thursday, January 21, 1999, 4:30 P.M.

NEW CITY HALL,

Board of Supervisor's

CONFERENCE ROOM #278

1 Dr. Carlton B. Goodlett Place, SF

American Sign Language interpreters and a Sound Amplification System provided upon request with 48 hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting January 7, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** Review of Selection Committee's decision regarding gender analysis consultant and negotiations to date with gender analysis consultant.
- **DISCUSSION ITEM:** Review revised timeline for CEDAW.

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- **ACTION ITEM:** Possible vote on prioritizing the departments for gender analysis or timelines.
- **DISCUSSION & FOLLOW UP POSSIBLE ACTION ITEM:** To investigate, evaluate, and recommend the implementation of the principles of CEDAW in the private sector, such as the Bank of America merger and issues arising therefrom.

5. NEW BUSINESS

- **DISCUSSION ITEM:** Best Practices within the City Departments, e.g. City Attorney's office.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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CEDAW TASK FORCE SCHEDULE

The anticipated schedule for the CEDAW Task Force is as follows:

<u>Action</u>	<u>Date</u>
RFP is advertised and issued by the City.....	September 29, 1998
Proposals are due.....	November 30, 1998
Review and selection.....	Early December
Contract negotiations.....	Mid December
Task Force gives progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 1998
Contract to begin.....	January 1, 1998 (Goal)
Final design of gender analysis process & guidelines.....	February 15, 1999
Begin Implementation of gender analysis	March 1, 1999
Draft gender analysis report due date.....	June 15, 1999 (Goal)
Final gender analysis and recommendations are submitted to Mayor & Board of Supervisors.....	July 1, 1999 (Goal)
Task Force hearings for public comment on gender analysis...	July & September, 1999
Draft action plan to implement recommendations.....	October 15, 1999
Final action plan submitted to Mayor & Board of Supervisors.....	November 1, 1999
Board of Supervisors Hearing on Action Plan & Analysis..... (Committee responsible for considering the City's Budget)	Late Fall, 1999
Task Force to recommend to the Mayor, the Board of Supervisors, and the Commission on the Status of Women a schedule for a detailed review of progress made on the implementation of the recommendations contained in the action plan.....	January 2000-2002
COSW training each department in human rights with a gender perspective	November, 1999-2002
Task Force gives progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 1999
Task Force hearings on work toward implementing the principles of CEDAW in the private sector.....	February, 2000
Task Force recommends the implementation of the principles of CEDAW in the private sector.....	Spring, 2000
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	May 16, 2000
Task Force hearings to investigate the implementation of an integrated service plan for women and girls.....	Fall, 2000
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 2000

Task Force to evaluate and recommend the implementation of an integrated services plan for women and girls.....	Spring, 2001
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	May 16, 2001
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 2001
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	May 16, 2002
Progress report to the Mayor, the Board of Supervisors, or its designated committee, and the Commission on the Status of Women.....	November 16, 2002
Task Force Ends.....	December 31, 2002

1/14/99



City & County of San Francisco Commission on the Status of Women

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES -- JANUARY 21, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Patti Chang
Dorothy Yee
Younna Chala
Gail Stein
Ken Theisen
Robin Levi
Martha Knutzen
Leiron Gaylor
Toni Guy
Cindy Marano

STAFF PRESENT

Ann Lehman, COSW

Public

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2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

- ☐ Meeting January 21, 1999
- ☐ Materials included with January 21, 1999, meeting: Email letter from SAGE, Previous SAGE Budget and Workplan, Summary of Key Suggestions of Current Department Programs and Policies to Combat Glass Ceiling Concern, Federal Glass Ceiling Commission 1995 report, Good For Business: Making Full Use of the Nation's Human Capital, The Glass Ceiling Initiative: Are there Cracks in the

Ceiling, June 1997 Positive Action, 1995 Best Practices Overhead handout from Task Force Member Leirion Gaylor, Revised Timeline, Letter from BofA-Barbara Desoer.

4. OLD BUSINESS

- **DISCUSSION ITEM:** *Review of Selection Committee's decision regarding gender analysis consultant and negotiations to date.* SAGE, the first place consultant group, submitted a memo adjusting its budget to \$50,000 with no new specific details. It was reported the savings would come from less trips to San Francisco and a reduced daily rate based on the work of the, to be hired, COSW Policy Analyst. The Task Force reiterated its desire to have the consultant group design and implement in the Department of Public Works and Juvenile Probation gender analysis within the \$50,000 budget to begin in March, 1999. The Task Force directed its members, attending next week's UN CEDAW reporting, to complete negotiations with SAGE.
- **DISCUSSION ITEM:** *Review revised timeline for CEDAW.* Postponed until contract is signed and approved.
- **ACTION ITEM:** *Possible vote on prioritizing the departments for gender analysis or timelines.* Not necessary at this time.
- **DISCUSSION & FOLLOW UP POSSIBLE ACTION ITEM:** *To investigate, evaluate, and recommend the implementation of the principles of CEDAW in the private sector, such as the Bank of America merger and issues arising therefrom.* Patti Chang reported on COSW's meeting with Kathleen Brown and other BofA officials, who denied any discrimination in relation to women. Martha Knudsen reported that the Human Rights Commission had also sent a letter, the response was sent to both HRC and the Board of Supervisors and reviewed. This letter also denied discrimination on any level. HRC will not do further investigation without a specific complaint. A variety of responses and possible actions were discussed with a decision to wait until our gender consultant negotiations are completed and continue to explore options.

5. NEW BUSINESS

- **DISCUSSION ITEM:** *Best Practices within the City Departments, e.g. City Attorney's office.* The following materials were reviewed with a focus on SF City practices: Summary of Key Suggestions of Current Department Programs and Policies to Combat Glass Ceiling Concern, Federal Glass Ceiling Commission 1995 report, Good For Business: Making Full Use of the Nation's Human Capital, The Glass Ceiling Initiative: Are there Cracks in the Ceiling, June 1997 Positive Action, 1995 Best Practices Overhead handout from Task Force Member Leirion Gaylor. Ann Lehman, COSW Policy Analyst was directed to explore and report on known "best practices" within the city and to explore the "EVE" awards and Catalyst Awards programs.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

The CEDAW position at COSW was reopened for applications the deadline was Jan. 15, 1999. Since this is now a "permanent" position it is being handled by the Department of Human Services. COSW was informed that 30-35 applications were received.

There are two interesting projects taking place for girls, in the area of sexual harassment, that involve both SF COSW and Task Force community members (Planned Parenthood, San Francisco Neighborhood Legal Assistance Foundation). One project is a consortium of Bay Area educators, led by Equal Rights Advocate, who are working to develop a core curriculum for sexual harassment trainings to middle and high school students, teachers, administrators and parents. Another project involved a group of San Francisco Everett Middle School students, facilitated by Peer Resources, that have come together and done their own study of sexual harassment at their school, published their own book on sexual harassment, and are planning a city wide conference for students and the Board of Education members in late April, 1999.

8. ADJOURNMENT



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Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Thursday, February 4, 1999, 4:30 P.M.

NEW CITY HALL,

Board of Supervisor's

CONFERENCE ROOM #278

1 Dr. Carlton B. Goodlett Place, SF

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting January 21, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** Review of Selection Committee's decision regarding the gender analysis consultant and the negotiations, to date, with the gender analysis consultant.
- **DISCUSSION ITEM:** Review revised timeline for CEDAW.

- **DISCUSSION & FOLLOW-UP; POSSIBLE ACTION ITEM:** To investigate, evaluate, and recommend the implementation of the principles of CEDAW in the private sector, such as the Bank of America merger and issues arising therefrom.
- **DISUCUSSION ITEM:** Best practices within the City Departments, with presentation by Sally Kipper of the Department of Human Services (and CEDAW Liaison representative.)

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES - FEBRUARY 4, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:45 P.M.

MEMBERS PRESENT

Patti Chang
Younna Chala
Gail Stein
Ken Theisen
Krishanti Dharmaraj
Leiron Gaylor

STAFF PRESENT

Ann Lehman, COSW

Public

Sally Kipper, DHS
Karen Soares, Intern

- ☐ Initially there was not a quorum; the following items were discussed:
- ☐ Materials included with February 4, 1999, meeting: Memo re : Highlights of City Best Practices. Copy of SAGE scope of work and new budget. Copy of a letter from Bank of America.

2. OLD BUSINESS

- **DISCUSSION ITEM:** *Review of Selection Committee's decision regarding gender analysis consultant and negotiations to date.* Task Force members reported on their meeting with representatives of SAGE, the consultant group. SAGE also submitted a new detailed budget for under \$50,000 and updated its work plan. The Task Force perused and revised the scope of work under the contract. Because this contract is under \$50,000 there is an expedited Civil Service procedure which was already completed. All that remains after signing is approval by the City attorney and Purchaser. Contract is due to begin on March 15, 1999.

- **DISCUSSION ITEM:** COSW staff and director had a very positive meeting with the Juvenile Probation Department to answer the Department's questions and concerns about the gender analysis process.

3. NEW BUSINESS

- **DISCUSSION ITEM:** *Best Practices within the City Departments.* Sally Kipper gave an overview of the Department of Human Services' best practices regarding both employment practices and services to the community. See attached documents for her report.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

None

8. ADJOURNMENT

The Task Force was forced to adjourn due to another group's schedule for the room.

CEDAW Meeting

2/4/98

Department of Human Services Examples of Gender-Friendly Services to Clients

CalWORKS

Under federal welfare reform law, clients are exempt from CalWORKS if there is concern that domestic violence exists and would either interfere with or be exacerbated by participation.

We take an additional step and work with clients regarding domestic violence resources. We have a contract with Women, Inc. through which one staff person is dedicated to the CalWORKS program. She does the following:

- Trains a group of DHS domestic violence specialists who become resources to the rest of our workers.
- Is a direct resource to our workers
- Does a presentation at orientations for clients on domestic violence issues and resources.
- Provides training to our CBO service providers.
- Conducts a weekly domestic violence support group for clients.

Child Welfare Services

- Within our CWS Teen Unit we have a specialized "minor moms" caseload.
 - It is made up exclusively of teens who are mothers, who are in our caseload as a victim of child abuse/neglect.
 - Intent: provide services targeted to their specific needs.
- Collaboration: Juvenile Probation, Mental Health, DHS:
 - On-going System of Care interagency planning body
 - Strategic planning for a broad range of kids, including preadolescence.
 - Aimed at keeping them out of custody (CPS or Juvenile Probation) or finding exits from custody.
 - Goal: create blended funding for comprehensive services
 - Nature of services: mental health and early intervention prevention services, provided collaboratively.
 - Girls are a high priority because there are fewer services designed specifically for them.

- Collaboration: MCJC Juvenile Probation, Mental Health, DHS, Delancey Street:
 - Funding source: California Board of Corrections juvenile crime prevention challenge grant
 - Target population: Juveniles with a DSM IV diagnosis, already in custody at YGC, or recently arrested and at risk of moving from CPS to Juvenile Probation.
 - Mental health services, aimed at “stepping kids down” to a lower level of care
 - Girls are a focus
- Collaboration: DHS, DPH
 - Funding source: OCJP/OCAP grant
 - Home visiting program for high risk pregnant women and girls, prenatal to age 3.
 - Staff involved: DHS Protective Services Workers; DPH Public Health Nurses
 - Referral sources: Hospitals, PHNs
 - Early intervention preventive services for families not in CPS caseload.

Contractual Services

We purchase many millions of dollars worth of services for our clients from community based organizations. Examples:

- CalLearn: Services to teen moms in the CalWORKS program (formerly AFDC) to help them stay in school.
- Perinatal services for at risk families, as identified by hospitals or referred by CPS workers.
- Perinatal contract for homeless (1 or 2 parent) families. Includes case management and housing services.
- Aftercare contract for (1 or 2 Parent) families who leave shelter. Includes move-in costs and case management services.

Child Welfare Services and CalWORKS aren't limited to households headed by females, but a large percentage of the families are. Services therefore need to be designed to meet their needs. The following is a summary of annual contractual spending in these areas:

- CWS - \$12 Million in contracts
- CalWORKS - \$10 Million in contracts
- \$15 Million in childcare (to support both CalWORKS and CWS)
- Homeless Services – of the roughly \$24.4 Million in homeless contracts, approx. \$6.6 Million is specifically targeted homeless families, across the continuum of services spectrum (eviction prevention - shelter – support services - transitional housing – permanent housing)

Examples of Activities for DHS Staff

- Department staffing by gender and ethnicity – See attachment
- Affirmative Action Committee
 - Union/Mgmt committee whose mission is to “explore various phases of the selection and examination of employees with the purpose of recommending to HRD and the CSC methods which will broaden employment and promotional opportunities for minorities, women, and persons with disabilities.
 - Mentoring program: Pairs a mentee with a mentor from any part of the department the mentee is interested in, with the intent of broadening his/her understanding of the department and of potential areas of job interest. Program lasts 6 months. Mentors commit to spending at least 1 hr/wk with mentees.
- Diversity Task Force
 - Planning cultural competence, communication, and presentation trainings to promote more effective interaction with clients.
 - Sexual harassment training – 3-hr training done quarterly for new employees. Initial training done department-wide 3-4 years ago. Planning to do refresher training for all employees.
 - Basic diversity training for all employees, application to both internal and external interpersonal relationships.

DHS Contracts

Contract Title	Budget w/ suppl. 1997-98	Contracted 1997-98	Projected 1997-98	Projected 1998-99	Comments
HOMELESS CONTRACTS					
Families					
Richmd Hill/St. Vinc/Cath. Char.	441,126	441,126	441,126	441,126	
Hamilton Family Center	398,898	398,898	398,898	398,898	
Compass-Hotel Rooms	369,619	369,619	369,619	507,619	Annualize supp
Compass-Clara House	241,500	241,500	241,500	241,500	
Compass-Childcare	60,400	60,400	60,400	60,400	
Catholic Charities-Fam Svcs	155,274	155,274	176,274	118,339	-36,935 svc moved in house
Red Cross Eviction Prevention	73,500	73,500	73,500	73,500	
Family Support Center-grant match	91,350	91,350	91,350	91,350	
Family Winter Shelter	50,000	50,000	50,000	50,000	
Subtotal-Families	1,881,667	1,881,667	1,902,667	1,982,732	
Shelters					
Dolores St. Shelter	199,329	199,329	199,329	364,329	Increased services
Salvation Army					
Old Winter Shelter (extd'd yr-rnd)	239,400	239,400	239,400	239,400	
Episcopal Sanctuary	711,887	711,887	711,887	711,887	
Hospitality House	562,023	562,023	600,000	200,000	Reduced by one time cost
Interfaith Winter Shelter Prog.	41,001	41,001	41,001	41,001	
Subtotal-Shelters	1,753,641	1,753,641	1,791,618	1,556,618	
Multi-Service Centers					
North (Episcopal)	1,790,013	1,790,013	1,790,013	1,790,013	
South (St Vincent de Paul)	1,634,800	1,634,800	1,634,800	1,634,800	
Maintenance	70,000	70,000	70,000	70,000	
Subtotal - MSCs	3,494,812	3,494,812	3,494,812	3,494,812	
Transitional Housing					
Catholic Charities-Guerrero	109,725	109,725	109,725	109,725	
Innovative Hsg Program	44,976	44,976	48,279	48,279	Delayed COLA
Subtotal - Transitional Hsg	154,701	154,701	158,004	158,004	
Permanent Housing					
C.H.C./Cambridge	84,000	84,000	84,000	84,000	
Community Hsg Partnership	441,901	441,901	441,901	441,901	
Mission Hsg Development - S. Park	58,220	58,220	61,580	58,220	
THC Modified Payment	440,018	440,018	440,018	440,018	
Shelter Griev. Advocate	30,450	30,450	30,450	30,450	
SSI Rep Payee					
THC	52,252	52,252	52,252	52,252	
Conard	411,040	411,040	411,040	411,040	
SSI Rep Payee Total	463,293	463,293	463,293	463,293	
Conard House	417,050	417,050	417,050	417,050	
Hsg/Indep People-McKinney Match	21,000	21,000	21,000	21,000	
Subtotal-Permanent Hsg	1,955,932	1,955,931	1,959,291	1,955,932	

DHS Contracts

Contract Title	Budget w/ suppl. 1997-98	Contracted 1997-98	Projected 1997-98	Projected 1998-99	Comments
Miscellaneous					
Homeless Hotels /Mission Hotel	415,000	415,000	415,000	415,000	
Health Inspectors -Workorder	179,105	179,105	179,105	179,105	
Westside Shelter Plus Care	27,300	27,300	27,300	27,300	
Subtotal-Miscellaneous	621,405	621,405	621,405	621,405	
New Programs 96/7					
Family Shelter + Care	140,000	140,000	140,000	140,000	
St. Joseph's Family Shelter	500,000	500,000	500,000	500,000	
Subtotal-New 1996-97	640,000	640,000	640,000	640,000	
New Programs 97/8					
Connecting Pt. - inc. services	55,752	55,752	55,752	97,070	Annualization (8K one time)
MHDC - Valencia Gardens	58,333	58,333	58,333	100,000	Annualization
Winter shelter / New Supp Housing	951,594	951,594	951,594	319,062	Annualization (544K in w.o.)
Subtotal-New 1997-98	1,065,679	1,065,679	1,065,679	516,132	
CalWORKs Rental Subsidy	-	-	-	214,410	
PAES Rental Subsidy	-	-	-	328,333	
Coordinated Referral	-	-	-	350,000	
Youth Shelter				200,000	
Supp. Housing Emp. Collaborative				322,000	
Subtotal-New 1998-99	-	-	-	1,414,743	
Budget Summary - Homeless Funds					
Prop J, sub-ob 02711 (np contracts)	803,483	803,483	803,483	803,483	
Hmls Prog, sub-ob 02711	10,170,248	10,170,248	10,235,888	10,942,789	
Subtotal - Homeless Contracts	10,973,731	10,973,731	11,039,371	11,746,272	
Hmls Prog, Workorders	179,105	179,105	179,105	723,105	Moved Homeless Dir. Acc.
Hmls Prog, sub-ob 03651 (aid asst.)	415,000	415,000	415,000	415,000	
TOTAL - Homeless Program	11,567,836	11,567,836	11,633,476	12,884,377	

DHS Contracts

Contract Title	Budget w/ suppl. 1997-98	Contracted 1997-98	Projected 1997-98	Projected 1998-99	Comments
FAMILY & CHILDREN CONTRACTS					
Family & Children Services and Proposition J Contracts					
Larkin Street Youth Center-Prop J	185,930	185,927	185,927	185,927	
Parenting Ed-Hands on-Jelani	26,250	26,250	26,250	26,250	
Alt. Family Svcs/Souj Truth-Prop J	105,000	105,000	105,000	123,000	Inc. reunification svcs
Parenting Education (A)-Prop J (Coord)	27,300	25,000	25,000	25,000	Savings
Parenting Education - S. Regan	5,250	-	-	-	Contract eliminated
Fam Supp Svcs-Fam Pres Resp(B)-Prop	846,708	829,506	829,506	829,506	Savings
FSS- Fam Pres Resp (B) -Papan	35,883	35,883	35,883	35,883	
FSS- Respite in home (B)	53,550	-	-	-	Contract eliminated
FSS - Respite care (D)- Papan	71,523	71,523	71,523	71,523	
FSS- Respite out of home (D)	32,365	31,902	31,902	31,902	Savings
Respite - FSS Foster Parent (SCIAP)	75,000	55,200	78,000	82,800	Provides new supv.
Epiphany (C)-Prop J	60,400	57,010	57,010	60,400	
Epiphany (C)-Papan	16,000	16,000	16,000	16,000	
UC:Infant Parent Program - Prop J	46,200	49,000	49,000	49,000	Increased caseload served
Translation & Interp. Svcs-Prop J	15,615	15,615	15,615	15,615	
MDT - Translation & Cult Mentor	18,900	18,900	18,900	18,900	
Homefinding	450,250	451,544	451,544	451,544	Increased expenses
Recruitment Project-Prop J	105,000	105,000	105,000	105,000	
Recruitment Project-FCS	80,850	80,850	80,850	80,850	
Com Task Force on Homes	33,048	26,600	26,600	27,930	Contract savings
FP Resource Room	51,641	51,584	51,584	51,640	
Homeless Contracts -Prop J	803,483	803,483	803,483	803,483	
Kinship - Edgewood	372,750	355,000	355,000	505,000	Add 150,000 state revenue
Independent Living Skills	363,010	391,218	391,218	268,965	Monitor in house - 3 RFPs
Asian Perinatal Assn.	23,610	23,610	23,610	23,610	
Asian Perinatal Assn. -Papan - WO	53,040	53,040	53,040	53,040	
Community Boards-Ombudsperson	80,720	-	-	-	No longer provides service
Family Tree	-	62,500	62,500	75,000	Takes over ombuds service
Family Resource Centers- Gen. Fund					
Bayview Family Resource Center	26,200	26,200	26,200	350,000	Annualization
Mission Family Resource Center	151,200	151,200	151,200	350,000	Annualization
W. Addition Family Resource Ctr	130,000	130,000	130,000	400,000	Annualization
API Family Resource Center	-	-	-	225,000	full operations
Potrero Hill Family Resource Center	-	-	-	186,929	full operations
Program Evaluation	-	-	-	88,071	Take over Fed funding
Technical Assistance	76,000	76,000	76,000	76,000	Annualization
Newsletter/marketing/meetings	13,000	13,000	13,000	25,000	Annualization
Total - Family Resource Centers - GF	396,400	396,400	396,400	1,701,000	Annualization

DHS Contracts

Contract Title	Budget w/ suppl. 1997-98	Contracted 1997-98	Projected 1997-98	Projected 1998-99	Comments
Family Preservation-100% federal:					
Impl-API-child 0-5	25,000	25,000	25,000	75,000	full operations (has revenue)
Impl.-Potrero Hill	25,000	-	25,000	75,000	full operations (has revenue)
Grandparent Education	40,000	-	40,000	-	Funding ended
W. Addition Family Res Ctr - WO	125,000	50,000	50,000	-	Funding ended
Asian/PI Crisis Hotline & Intervnt'n	37,000	35,000	35,000	-	Funding ended
Asian/PI Parent Education	25,500	25,500	25,500	-	Funding ended
Mission Family Resource Ctr	75,000	75,000	75,000	50,000	Federal allocation change
Bayview Family Resource Ctr - WO	105,000	75,000	75,000	50,000	Federal allocation change
Program Evaluation	14,128	-	14,128	11,929	Federal allocation change
OCAP new funds	6,546	6,546	6,546	-	One time funds
OMI	-	-	-	100,000	Federal allocation starts
Family Preservation - Total	478,174	292,046	371,174	361,929	
Subtotal-Sub-ob 02711, FCS+Prop J	4,860,810	4,562,551	4,664,479	6,027,657	Does'nt inc. Asian Per. WO
FCS Special Services - SubObj 03611					
Non-recurring Special Needs - FCS	100,000	100,000	100,000	125,000	Increased costs & demand
Non-recurring Special Needs - Prop J	100,000	100,000	100,000	125,000	Increased costs & demand
Reunification - one time purchase	50,000	50,000	50,000	75,000	Increased costs & demand
Reunification- one time purch- Prop J	50,000	50,000	50,000	75,000	Increased costs & demand
CPC Clothing - Empire Sales - Prop J	35,000	35,000	35,000	40,000	Increased costs
Recruitment Project AB2129	29,400	29,400	29,400	29,400	
SCIAP - Vouchered	88,694	88,695	88,694	88,694	
ILS Ancillary Services	37,557	37,557	37,557	37,557	
Parenting Ed - Voucher	71,400	71,400	71,400	71,400	
Subtotal - FCS Special Services	562,051	562,052	562,051	667,051	

DHS Contracts

Contract Title	Budget w/ suppl. 1997-98	Contracted 1997-98	Projected 1997-98	Projected 1998-99	Comments
Day Care Assistance - SubObj 03621					
Audrey L. Smith (this contract is augmented by \$104,765 in funding from DPH)	206,921	206,921	206,921	206,921	
Day Care (was MOE Contracts)	299,250	299,250	299,250	349,250	Additional \$ from CDE
SDE - Voucher Day Care - FCS	176,667	176,667	176,667	176,667	
SDE - Voucher Day Care - Prop J	162,765	162,765	162,765	162,765	
Fam Home Daycare Fin. Asst.	-	-	-	1,400,000	Moved from CalWORKs
Tr. Care Fin. Asst. Prog.	-	-	-	250,000	Moved from CalWORKs
Child Care Afterhours Premium	-	-	-	150,000	Moved from CalWORKs
GF Non CalWORKS Childcare	-	-	-	200,000	New in FY 98/99
Subtotal - Day Care	845,603	845,603	845,603	2,895,603	
Off Budget - Children's Trust Fund					
Child Abuse Council	31,250	31,250	31,250	31,250	
Epiphany-In home support (C)	121,000	121,000	121,000	121,000	
Total-Trust Fund	152,250	152,250	152,250	152,250	
Other					
CPR / First Aid training	20,000	20,000	20,000	20,000	
SF State - Trainers	270,000	270,000	270,000	270,000	
CWS/CMS ISSC contract	20,000	20,000	20,000	-	one time cost to implement
CWS/CMS Data entry	10,000	10,000	10,000	-	one time cost to implement
CWS/CMS SAS Training	-	-	-	7,000	
CWS/CMS County Access	-	-	-	25,000	
CWS/CMS Help Desk	-	-	-	6,000	
CWS/CMS Training	-	-	-	600,000	
Parental Stress Hotline	-	-	-	200,000	added by BOS
Subtotal - 02700	300,000	300,000	300,000	1,108,000	
CHDP Work Order	205,589	205,589	205,589	205,589	
Nurse & Dr., Fragile Infants	109,063	109,063	109,063	109,063	
To DPH for Mosaic/Subacute MH	322,500	322,500	322,500	389,544	
Child Protective Center maintenance	35,000	35,000	35,000	35,000	same item as Asian Perinat.
Juvenile Probation Work Order	66,180	66,480	66,480	-	moved function in house
DET workorder- CWS wiring charges	-	-	-	25,000	one time
Subtotal - workorders (inc Asian P.)	791,672	791,672	791,672	817,236	inc FCS & Prop J
Unassigned COLA	15,921	-	-	-	shifted to inc. contracts
Total-Family and Children (All)	\$ 7,548,307	\$ 7,234,128	\$ 7,336,055	\$ 11,687,797	

DHS Contracts

Contract Title	Budget w/ suppl. 1997-98	Contracted 1997-98	Projected 1997-98	Projected 1998-99	Comments
CalWORKs Program					
<u>Professional Services (Subob. 02700)</u>					
Media campaign	10,000	10,000	10,000	10,000	
Tech. Assistance	17,500	17,500	17,500	17,500	
<u>Non-profit Service Contracts (02711)</u>					
Food Box	42,472	42,472	42,472	42,472	
Client advocates (4)	50,000	40,835	40,835	139,499	supplemental annualization
Welfare to Work Plan Consultant	20,000	20,000	20,000	60,000	supplemental annualization
Voc. Training slots	750,000	750,000	750,000	2,375,000	supplemental annualization
Work-for-Wages	37,000	37,000	37,000	317,000	supplemental annualization
Food Bank / Immigrant food	83,258	203,472	203,472	297,677	\$140K from Adult Svcs, ann
Economic Devp Law Center	3,500	3,500	3,500	-	one time cost
Community Svc Needs Assess	50,000	30,000	30,000	150,000	supplemental annualization
SFSU Economic Jobs Forecasting	73,000	73,000	73,000	73,000	
Child Care Recruitment/Training	-	-	-	63,793	100% state revenue
PIC - Refugee funds	-	-	-	1,928,313	100% revenue
PIC - DOL Hardest to Serve Funds	-	-	-	1,180,000	100% revenue
Former ETS Contracts					
Rent & Renovation - WR	135,097	135,097	135,097	-	one time funds
Children's Council	2,249,900	2,249,900	2,249,900	25,400,000	Ann. current state alloc.
SFUSD (Teen Parent Program)	65,302	65,302	65,302	26,121	funds moved to SF Ed Svcs
SF Education Svcs- Tutoring (Prop J)	35,000	35,000	35,000	35,000	
Life Skills - Family Svc Agency	56,375	58,300	58,300	56,375	
TAPP- Cal Learn - Family Svc Agency	365,143	361,164	361,164	365,143	
Consulting- Curtis and Associates	57,000	57,000	57,000	57,000	
Subtotal- Non-profit contracts	4,073,047	4,162,042	4,162,042	32,566,393	
Day Care Assistance (03621)	1,572,685	1,572,685	1,572,685	-	Moved to Children's Coun.
New Child Care \$ 97-98 from BOS					
Fam Home Daycare Fin. Asst.	1,400,000	1,400,000	1,400,000	-	
Tr. Care Fin. Asst. Prog.	250,000	250,000	250,000	-	
Child Care Afterhours Premium	150,000	150,000	150,000	-	
DPH Mental Health Svcs Workorder	382,051	382,051	382,051	2,521,000	supplemental annualization
Rec & Park childcare pool workorder	-	-	-	136,666	for Career Centers
Total - CalWORKs Program	7,855,283	7,944,278	7,944,278	35,251,559	
Food Stamps Assistance					
Money Mgt. Inc. - FS Issuance	530,000	542,250	530,000	530,000	

DHS Contracts

Contract Title	Budget w/ suppl. 1997-98	Contracted 1997-98	Projected 1997-98	Projected 1998-99	Comments
Indigent Adult Programs					
Client advocate	5,000	5,000	5,000	30,000	supplemental annualization
Ombudsperson	10,000	16,500	16,500	60,000	supplemental annualization
Skills Workshop	-	-	-	150,000	PAES imp. - delay start up
Life Skills-JVS (formerly ETS contract)	145,000	96,000	96,000	145,000	will be new contractor 98/99
NCP Vocational Services	-	-	-	75,000	NCP
NCP CBO Grievance	-	-	-	12,500	NCP
Vocational Rehab Contract	-	-	-	65,000	New in FY 98/99
Vocational Training	-	-	-	705,000	37.5% FSET revenue
Subtotal- Non-profit contracts (02711)	160,000	117,500	117,500	1,242,500	
Systems Consulting Svcs - AFIRM	200,000	193,116	193,116	200,000	
Work Experience Program workorders	102,725	102,725	102,725	616,350	supplemental annualization
DPH mental health svcs workorder	46,334	46,334	46,334	1,160,000	supplemental annualization
SFGH - Triage psychologist	-	-	-	100,000	supplemental annualization
Worker's Comp workorder	1,865	1,865	1,865	1,865	
Total - IA Programs	510,924	461,540	461,540	3,320,715	
Adult Services Contracts					
IHSS Public Authority	424,000	434,000	434,000	8,446,764	Health benefits,data entry
APS State Augmentation	-	-	-	1,452,728	New state funds
Food services for immigrants	140,000	140,000	140,000	-	moved to Food Bank
Subtotal- Non-profit contracts (02711)	564,000	574,000	574,000	9,899,492	
IHSS Survey	20,000	20,000	20,000	-	one time cost
SSI One stop consultants	12,000	12,000	12,000	-	one time cost
Workorders					
DPH for IHSS PCSP	610,000	610,000	610,000	704,775	FT nurse
Public Guardian	-	-	-	64,975	APS augmentation
Subtotal - Workorders (081)				769,750	
Administrative Contracts					
CDSS State form contract	100,000	100,000	96,000	100,000	
Mission Redesign	200,000	200,000	200,000	-	one time cost
Security contract	1,112,883	1,112,883	997,635	1,499,032	annualize supp, benefits
Exam costs for new programs	11,600	11,600	11,600	31,200	
Internal newsletter publication	15,000	15,000	15,000	25,714	supplemental annualization
External newsletter publication	3,000	3,000	3,000	6,000	supplemental annualization
Controller Audit	-	-	-	105,300	Moved from 03500
Systems Consulting Svcs - admin	462,924	320,248	320,248	861,528	Rate/hours changes, CalWIN
Subtotal- Professional Svcs (02700)	1,905,407	1,762,731	1,643,483	2,628,774	
Outreach / community events	20,000	20,000	-	20,000	
Total - Administrative Contracts	1,925,407	1,782,731	1,643,483	2,648,774	

DEPARTMENT OF SOCIAL SERVICES

ETHNIC DIVERSITY

DSS Client	DSS Employees (Dept Wide)	DSS EMPLOYEES (Officials/Admins) 1 (21 Employees-1.6%)	DSS EMPLOYEES (Public Contact) 2 (927 Employees-71.4%)	1990 LABOR FORCE	
				SF	SFBA 3
African-American	39%	18.2%	19.8%	8.2%	9.1%
White	17%	31.4%	33.4%	52.0%	62.3%
Hispanic	13%	12.3%	13.3%	12.8%	12.7%
Russian	12%	(included as white)			
Chinese	9%				
Vietnamese	4%	Asians 18.9%	16.9%	21.0%	11.1%
Other Asians 4	3%				
Filipino	4%	19.0%	16.3%	5.4%	4.2%
Amer. Indian	0.6%	.2%	0.2%	.4%	.5%

1 Includes classifications: A122, 2964, 1270, 1272, 1675, 1896, 2968, 2969, 2970, 2973, 2974

2 Includes classifications: 1706, 2903, 2904, 2905, 2907, 2910, 2912, 2913, 2914, 2915, 2940, 2942, 2944, 29702, 9704

3 San Francisco Bay Area includes 5 counties: San Francisco, Marin, San Mateo, Alameda, Contra Costa

4 Includes: Hmong, Cambodian, Japanese, Korean, Laotian, Asian Indian, Guamanian, Hawaiian, Amerasian, Other Asians

[Based on 6/94 department statistics]

COOPERATIVE PERSONNEL SERVICES

WUKA FUKCE CENSUS REPORT

Period ending: JUNE 30, 1998

Send one copy to MERIT SYSTEM SERVICES, 191 Lathrop Way, Suite A, Sacramento, CA 95815 (916) 263-3614 Note: See information on reverse side.

1. County San Francisco		Department: Human Services		2. Submitted by: Name/Title Magaly Fernandez, Civil Rights		Tel: (415) 557-5950	
3. Job Category	White	Black	Hispanic	Asian	Native American	Other	Officer Total
Officials/ Administrators	18	8	1	1	0		28
Professionals	244	115	87	143	0		589
Technicians	109	78	74	230	1		492
Protective Service Workers	--						
Paraprofessionals	8	26	13	7	0		54
Office/Clerical	47	52	30	176	0		305
Elected/Exempt Craft Workers	3 4	2 1	1 0	1 1	0 0		7 6
Service/Maintenance	0	1	1	3	0		5
Department Total	433	283	207	562	1		1,486
Source of Ethnicity Data		Comments:					
<input checked="" type="checkbox"/> Employee Self-Identification							
<input checked="" type="checkbox"/> Department Records							
Supervisor Observation/Report							
Other (specify)							
Source of Disability Data		Source of Disability Data					
<input checked="" type="checkbox"/> Employee Self-Identification		<input checked="" type="checkbox"/> Employee Self-Identification					
<input checked="" type="checkbox"/> Department Records		<input checked="" type="checkbox"/> Department Records					
Supervisor Observation/Report		Supervisor Observation/Report					
Other (specify)		Other (specify)					
Total		Total					
62		62					

Approved by (appointing authority)		Date 12/14/98	
Signature Sally Kipper		Telephone Number (415) 557-6378	
Print Name Sally Kipper		Title Deputy Director	
		Department Administration Human Services	

Composition By Job Category

Categ.	White #	Black #	Hispanic #	Asian #	Filipino #	Am. Indian #	Male #	Female #	Total	% of Workforce
100 OFFICI	15 71.4	2 09.5	1 04.8	2 09.5	1 04.8		10 47.6	11 52.4	21	1.6
200 PROFES	199 56.4	59 16.7	37 10.5	40 11.3	16 04.5	2 00.6	131 37.1	232 62.9	353	26.9
300 TECHNI	143 22.2	134 20.8	91 14.2	128 19.9	146 22.7	1 00.2	230 35.8	413 64.2	643	48.9
500 PARAPR	1 33.3	1 33.3		1 33.3			1 33.3	2 66.7	3	0.2
600 CLERIC	51 17.6	43 14.9	32 11.1	78 27.0	85 29.4		82 28.4	207 71.6	209	22.0
700 CRAFTS	2 50.0		1 25.0	1 25.0			4 100.0		4	0.3
800 SERVIC	1 100.0							1 100.0	1	0.0
Totals Dept.	412	239	162	248	250	3	458	856	1314	
% of DSS Workforce	31.4%	18.2%	12.3%	18.9%	19.0%	0.2%	34.9%	65.1%		

1990 Labor Force

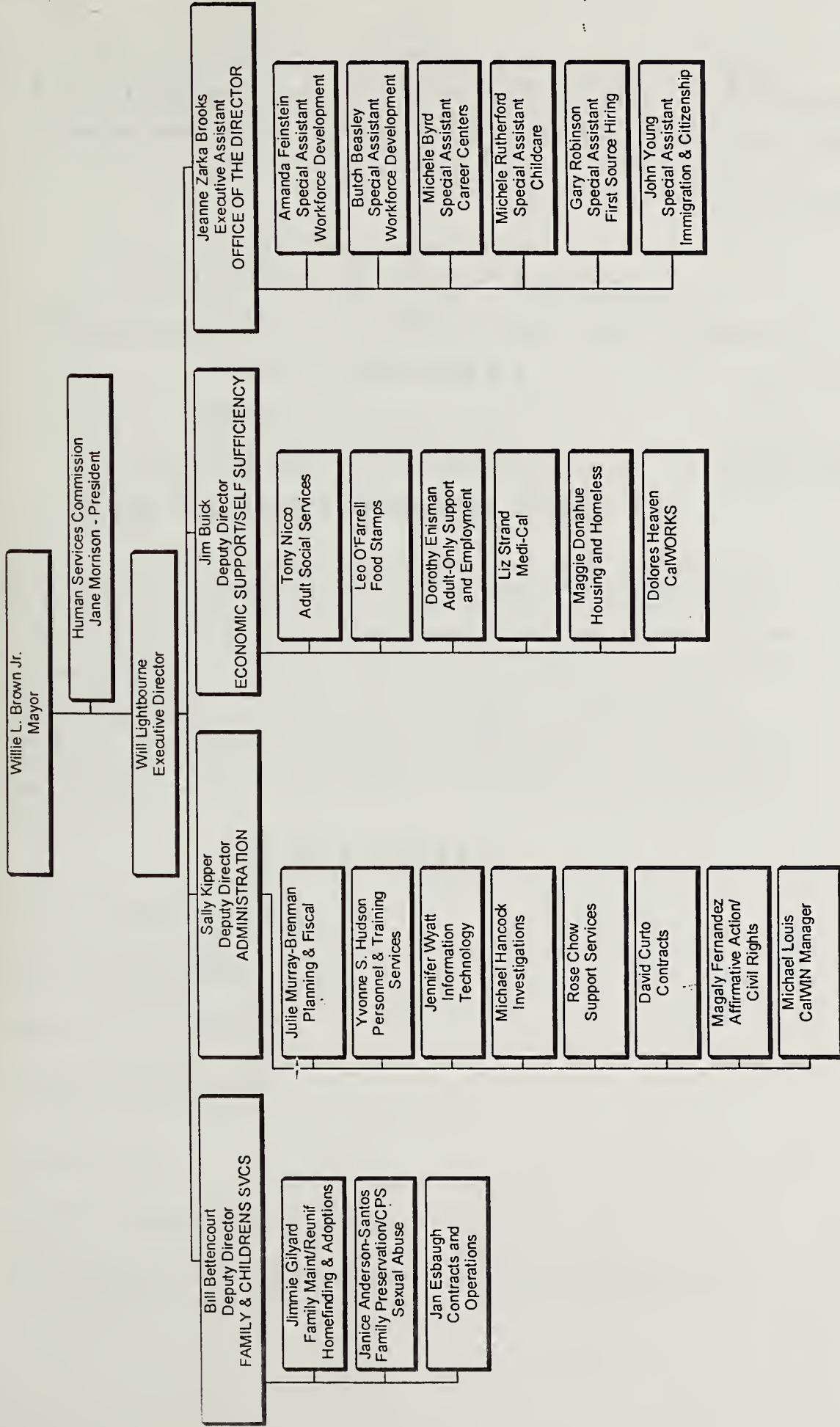
SFRA	62.3%	9.1%	12.7%	11.1%	4.2%	0.2%	54.0%	46.0%
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DSS

Client

Population	17.0%	39.0%	13.0%	16.0%	4.0%	0.6%		
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DEPARTMENT OF HUMAN SERVICES FY 98/99 CURRENT



28 total positions
15 Women = 56%



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Thursday, March 4, 1999, 4:30-6:00 P.M. DOCUMENTS DEPT.

NEW CITY HALL,

Board of Supervisor's

CONFERENCE ROOM #278

1 Dr. Carlton B. Goodlett Place, SF

MAR 02 1999

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting January 21, 1999
- Meeting February 4, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** Review of contract process.
- **DISCUSSION ITEM:** Report on COSW meeting with SAGE, discussion of gender analysis project outline.

- **DISCUSSION ITEM:** Best practices within the City Departments, review of the presentation by Sally Kipper of the Department of Human Services (and CEDAW Liaison representative.) and discussion of future invitees process and procedures and the private sectors best practices.

5. NEW BUSINESS

- **DISCUSSION ITEM:** CEDAW Training by WILD, March 23, 1999 1-5 p.m. and participation of City Officials
- **DISCUSSION ITEM:** Task Force membership

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

Know Your Rights Under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

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Sonia Melara, Executive Director

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MAR 25 1999

CEDAW TASK FORCE

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CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – MARCH 4, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M. The Task Force welcomed new members Sandra Ruiz and Kasuko Itano from Board President Supervisor Tom Ammiano's Office. Latika Malkani introduced herself as the new COSW policy analyst.

MEMBERS PRESENT

Patti Chang
Ken Theisen
Robin Levi
Martha Knutzen
Leiron Gaylor
Sandra Ruiz
Kasuko Itano

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW

Public

Karen Soares, Intern

2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

- ☐ Meeting January 21, 1999
- ☐ Meeting February 4, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** *Review of Contract Process.* The consulting contract has been signed by SAGE, and is in the process of being approved by various City departments. It has been approved by the City Attorney, and is now being reviewed by the Purchaser's Department. The contract is still due to begin on March 15, 1999.

- **DISCUSSION ITEM:** *Report on COSW meeting with SAGE, discussion of gender analysis project outline.* COSW Staff and Executive Director had a productive series of meetings with SAGE in New York. They discussed the history and politics of the City in general and the selected departments (the Department of Public Works and the Juvenile Probation Department) in particular, and identified information which would be useful in each department. COSW Staff also met with UNIFEM and brought back various useful materials on CEDAW, which were presented and briefly discussed. SAGE Consultants are coming to San Francisco April 7-14, and again in May, most likely during May 11-20. The purpose of SAGE's first (April) visit is to gather information. SAGE would like to meet with as many task force members as possible during this time. Task Force members discussed information and individual meetings that would be useful to SAGE during their initial visit.
- **DISCUSSION & FOLLOW UP POSSIBLE ACTION ITEM:** *To investigate, evaluate, and recommend the implementation of the principles of CEDAW in the private sector, such as the Bank of America merger and issues arising therefrom.* The task force reviewed, for new members, previous discussions of ways to utilize CEDAW in the private sector.
- **DISCUSSION ITEM:** *Best Practices within the City Departments, review of the presentation by Sally Kipper of the Department of Human Services (and CEDAW Liaison representative) and discussion of future invitees process and procedures and the private sectors best practices.*
- COSW Intern presented her research on some best practices in the private sector. She highlighted the results of a survey Working Women magazine conducted of 100 companies. There are several awards (i.e. the Eve award, the Catalyst award) applicable to the private sector. Do we want to create an award for the government sector, to provide positive incentives for City departments to employ policies favorable to women and girls?
- The task force discussed how to proceed with "CEDAW best practices," and discussed whether a City department should be invited to each task force meeting. If so, materials should be gathered from the department and presented ahead of time. Also, task force members and COSW Staff should prepare questions ahead of time. Given the next few months focus on gender analysis this issue will be revised later.

5. NEW BUSINESS

- **DISCUSSION ITEM:** *CEDAW TRAINING by WILD, MARCH 23, 1999 1-5 p.m. and participation of City Officials.* WILD will be conducting this workshop for CEDAW task force members, COSW Commissioners, COSW Staff, and representatives from City departments. The task force determined that CEDAW task force liaisons and other staff from the Department of Public Works and from the Juvenile Probation Department will be encouraged to attend. This is a good opportunity for all informed to learn about CEDAW, especially locally, and to have their questions answered.

- **DISCUSSION ITEM:** *TASK Force membership.* There was some discussion about whether the task force membership and terms are in accordance with the statute. This item will be revisited at a later meeting.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

COSW Staff announced that April 22, 1999 is "Take Your Daughter to Work Day." Young women aged 12 –18 will be participating in a program to shadow the Board of Supervisors and the Mayor's Staff.

8. ADJOURNMENT

The task force was adjourned at 6:15 p.m.



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MAR 25 1999

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City and County of San Francisco

CEDAW Task Force Meeting

Tuesday, March 30, 1999, 4:30-6:00 P.M.

**PLEASE NOTE: COMMISSION ON AGING,
6th Floor CONFERENCE ROOM
25 Van Ness, SF**

American Sign Language interpreters and a Sound Amplification System provided upon request with 48 hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting March 4, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** Contract process.
- **DISCUSSION ITEM:** Report on COSW meeting with SAGE, meeting schedule with departments, focus or discussion items for gender analysis.

- **DISCUSSION ITEM:** Review of CEDAW TRAINING by WILD, MARCH 23, 1999 and participation of City Officials. Follow-up of CEDAW workshop discussion regarding setting criteria to determine action items and recommendations.
- **DISCUSSION ITEM:** TASK Force membership

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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(Chapter 67 of the San Francisco Administrative Code)**

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City & County of San Francisco Commission on the Status of Women

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – MARCH 30, 1999

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

APR 28 1999

The meeting was called to order at 4:45 P.M.

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MEMBERS PRESENT

STAFF PRESENT

Public

Kasuko Itano
Patti Tamura
Ken Theisen
Dorothy Yee

Ann Lehman, COSW
Latika Malkani, COSW

Natalie Britton,
Aide to Supervisor Kaufman

- ☐ There was not a quorum; the following items were discussed:
- ☐ Materials included with February 4, 1999 meeting: CEDAW-in-action email concerning CEDAW use in the United States to eliminate educational discrimination against girls/ women.

2. OLD BUSINESS

- **DISCUSSION ITEM:** *Contract Process.* The contract has been signed and the consultants, Strategic Analysis for Gender Equity (SAGE), have reviewed much documentation and are busy preparing for their initial visit to San Francisco.
- **DISCUSSION ITEM:** *Report on COSW meeting with SAGE, meeting schedule with departments, focus on discussion items for gender analysis.* COSW staff reported that SAGE would be in San Francisco April 7-14 to gather information. SAGE will (1) develop guidelines on how to conduct gender analysis within City departments, and (2) using the guidelines, conduct the gender analysis of two City departments, the Department of Public Works and the Juvenile Probation Department. While here,

SAGE plans to meet with department heads and other City employees, union representatives, community advocates, CEDAW task force members, and COSW Director and staff. COSW staff presented the schedule of meetings, and Task Force members discussed information and additional individual meetings that would be useful to SAGE during their initial visit. COSW staff will attempt to schedule the additional meetings recommended by Task Force members.

- **DISCUSSION ITEM:** *Review of CEDAW TRAINING by WILD, MARCH 23, 1999 1-5 p.m. and participation of City Officials. Follow-up of CEDAW workshop discussion regarding setting criteria to determine action items and recommendations.* Many Task Force members attended the CEDAW workshop. There was some discussion about the workshop. The Task Force will revisit this item at a later meeting.
- **DISCUSSION ITEM:** *TASK Force membership.* The task force reviewed its membership to ensure that it was in accordance with the statute.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

None.

8. ADJOURNMENT

The meeting was adjourned at 6:00 p.m.



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Sonia Melara, Executive Director

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APR 12 1999

City and County of San Francisco

CEDAW Task Force Meeting

Tuesday, April 13, 1999, 4:30-6:00 P.M.

CITY HALL

Board of Supervisors' Conference Room 278

1 Dr. Carlton B. Goodlett Place, SF

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting March 4, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** Report by Strategic Analysis for Gender Equity ("SAGE") consultants. Discussion of guidelines for gender analysis. Discussion of gender analysis application to City departments (including Department of Public Works and Juvenile Probation Department). Discussion of process, strategy, and possible next steps.

- 3/9
- **DISCUSSION ITEM:** Review of CEDAW TRAINING by WILD, MARCH 23, 1999 and participation of City Officials. Follow-up of CEDAW workshop discussion regarding setting criteria to determine action items and recommendations.
 - **ACTION ITEM:** Reschedule/ schedule future CEDAW Task Force meetings, including May 13 meeting.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

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APR 28 1999

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – APRIL 13, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M. The Task Force welcomed members of the consulting group Strategic Analysis for Gender Equity (SAGE), and various members of the public.

MEMBERS PRESENT

Youmna Chlala
Leirion Gaylor
Toni Guy
Robin Levi
Ken Theisen
Cosette Thompson
Dorothy Yee

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW

Public

Natalie Britton
Bonita Banducci
Perviz E. Randeria
Mehlika Hoodbhoy, SAGE
Anita Nayar, SAGE
Mariama Williams, SAGE

2. ADOPTION OF AGENDA m/s/p

- Materials included with the April 13, 1999 agenda: March 4, 1999 minutes; CEDAW schedule of meetings for 1999; CEDAW Task Force schedule through 12/31/2002; CEDAW Task Force Membership; SAGE Project Overview Handout, dated 12 April 1999; Department of Human Resources Memo No. 13-99 concerning Preparation and Implementation of Departmental Affirmative Action Plans, dated April 9, 1999.

3. ADOPTION OF MINUTES m/s/p

- Meeting March 4, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** *Report by Strategic Analysis for Gender equity ("SAGE") consultants. Discussion of guidelines for gender analysis. Discussion of gender analysis application to City departments (including Department of Public Works and Juvenile Probation Department). Discussion of process, strategy, and possible next steps.* The SAGE consultants reported on their interviews with elected officials, department heads and other City employees, union representatives, community advocates, CEDAW task force members, COSW Director and staff. SAGE is meeting with both Board of Supervisors President Ammiano and Supervisor Kaufman. SAGE is also meeting with community advocates, asking for their perspective on service delivery, monitoring of employment practices, and other pertinent issues. SAGE plans to involve employees throughout the department in the application of the guidelines to each of the two departments. The Task Force discussed this process, schedule and additional areas of outreach. The Task Force reviewed and discussed projected timelines, and revised meeting times accordingly, as detailed below.
- **DISCUSSION ITEM:** *Review of CEDAW TRAINING by WILD, MARCH 23, 1999 1-5 p.m. and participation of City Officials. Follow-up of CEDAW workshop discussion regarding setting criteria to determine action items and recommendations.* The majority of the meeting was spent discussion the gender analysis with SAGE, so this agenda item was tabled and will be revisited at a future meeting.
- **DISCUSSION ITEM:** *Reschedule/ schedule future CEDAW Task Force meetings, including May 13 meeting.* The Task Force scheduled and/or rescheduled future CEDAW Task Force meetings as follows:

April 27	confirmed meeting (no change)
May 13	cancelled (moved to May 18)
May 18	new meeting
June 10	new meeting
June 24	new meeting
July 20	new meeting

All meetings are from 4:30 - 6:00 p.m. The next meeting (April 27th) is at City Hall, Room 278. The location for the remainder of the meetings will be announced.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

None.

8. ADJOURNMENT

The meeting was adjourned at 6:15 p.m.



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Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Tuesday, April 27, 1999, 4:30-6:00 P.M.

CITY HALL

Board of Supervisors' Conference Room 278

1 Dr. Carlton B. Goodlett Place, SF

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

DOCUMENTS DEPT.

3. ADOPTION OF MINUTES

APR 28 1999

- Meeting March 30, 1999
- Meeting April 13, 1999

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4. OLD BUSINESS

- **DISCUSSION AND POSSIBLE ACTION ITEM:** Update on gender analysis. Discussion of outreach, process, strategy, and possible next steps. Task Force members develop a process to further community outreach.

- **DISCUSSION AND POSSIBLE ACTION ITEM:** Review CEDAW Task Force timelines; revise if necessary.
- **DISCUSSION ITEM:** Discussion of Task Force Progress Report.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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MAY 13 1999

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – APRIL 27, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was not called to order, as there was no quorum.

MEMBERS PRESENT

STAFF PRESENT

Public

Patricia Chang, Chair
Krishanti Dharmaraj
Kazuko Itano
Ken Theisen

Latika Malkani, COSW

Kate Washburn, WILD

There was no quorum; the following items were discussed:

- Materials included with the April 27, 1999 agenda: March 30, 1999 minutes; April 13, 1999 minutes; timeline for gender analysis; community outreach handout.

2. OLD BUSINESS

- **DISCUSSION ITEM:** *Update on gender analysis. Discussion of outreach, process, strategy, and possible next steps. Task force members develop a process to further community outreach.*

A report was made about the productive meetings with departmental representatives from DPW and the Juvenile Probation Department and about the process to gain significant input from each of the two departments. The departments will be giving input throughout the gender analysis process.

There was a discussion about strategies for outreach to and input from community advocates, and especially about how to obtain input at both stages of the gender analysis: input on development of the guidelines, and input on the application of the guidelines to

each of the two departments (Department of Public Works and the Juvenile Probation Department). After distinguishing the purposes of community input at each stage of the process, task force members discussed mechanisms to increase community outreach and input throughout the process.

As to step one, development of the guidelines, there was brainstorming of and discussion about community advocates who are knowledgeable about CEDAW and/or its local implementation, and who have expertise in various communities. Many community advocates have attended CEDAW hearings, workshops, or have met individually with COSW staff or task force members for a detailed discussion about this project. There was discussion about inviting community advocates and all community task force members to attend a roundtable discussion to discuss the draft guidelines. COSW would then pass along both the commentaries and the discussion content to our consultants.

Step two is application of the guidelines to the Department of Public Works and the Juvenile Probation Department. For three weeks, June 7-25, SAGE and COSW will be working with each department to aid in applying the guidelines, and thus allow the department's employees to conduct its own gender analysis. To gain input at this step two, the task force members discussed coordinating two separate community roundtables: one for DPW and one for the Juvenile Probation department. Each meeting could involve community advocates who have experience and/or other expertise with issues relating to the respective department. There was discussion about possible participants, and the general content for these meetings. The results of these processes (departmental and community) will be communicated to the consultants, who will then use this information in writing a report with actual department-specific recommendations.

There was a discussion of the entire gender analysis process and important dates. The guidelines will be distributed on May 14, and will be reviewed at the next scheduled task force meeting on May 18, 1999.

6. PUBLIC COMMENT

None.

7. ANNOUNCEMENTS

None.

8. ADJOURNMENT

The meeting was adjourned at 6:00 p.m.



City & County of San Francisco
Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

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Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Tuesday, May 18, 1999, 4:30-6:30 P.M.

CITY HALL

Board of Supervisors' Conference Room 278

1 Dr. Carlton B. Goodlett Place, SF

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting March 30, 1999
- Meeting April 13, 1999
- Meeting April 27, 1999

4. NEW BUSINESS

- **DISCUSSION AND ACTION ITEM:** Review and discuss draft guidelines for gender analysis.

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MAY 13 1999

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5. OLD BUSINESS

- **DISCUSSION AND ACTION ITEM:** Discussion of Task Force Progress Report. Review and approve draft report.
- **DISCUSSION AND POSSIBLE ACTION ITEM:** Update on gender analysis: discussion of outreach, process, strategy, and possible next steps. Possible action item: determination of next steps for gender analysis.
- **DISCUSSION AND POSSIBLE ACTION ITEM:** Review CEDAW Task Force timelines; revise if necessary.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – MAY 18, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Patti Chang
Dorothy Yee
Cossette Thompson
Ken Theisen
Krishanti Dharmaraj
Robin Levi
Martha Knutzen
Kazuko Itano
Sandra Ruiz

STAFF PRESENT

Ann Lehman, COSW
Latika Melkani, COSW
Amy Ackerman, City Attorney

PUBLIC

Kate Washburn
Perviz Randeria
Natalie Britton
WILD Intern

2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

- Meeting March 30, 1999
- Meeting April 13, 1999
- Meeting April 27, 1999

4. NEW BUSINESS

- **DISCUSSION AND ACTION ITEM:** Review and discuss draft guidelines for gender analysis. The Task Force reviewed in detailed discussion the first draft of the gender analysis guidelines. Some of the highlights included discussion of:

- how to cover different demographic analysis,
- how to ask questions that do not presume knowledge or bias,
- how to simplify and clarify the process but still obtain the necessary information,
- whether the guidelines are a stand alone document or presumes review and analysis by COSW, and
- how to include community and union input in the gender analysis.

5. OLD BUSINESS

DISCUSSION AND ACTION ITEM: Discussion of Task Force Progress Report.
REVIEW AND APPROVE DRAFT REPORT. m/s/p

- **DISCUSSION AND POSSIBLE ACTION ITEM:** Update on gender analysis: discussion of outreach, process, strategy, and possible next steps. Possible action item: determination of next steps for gender analysis. POSTPONED DISCUSSION.
- **DISCUSSION AND POSSIBLE ACTION ITEM:** Review CEDAW Task Force timelines; revise if necessary. - SET NEW MEETING DATE JUNE 1, 1999 TO REVIEW 2ND DRAFT OF GUIDELINES FROM 4:30-6:30 p.m.

6. PUBLIC COMMENT - (included above under #4)

7. ADJOURNMENT - approximately 6:30 p.m.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Tuesday, June 1, 1999, 4:30-6:30 P.M.

CITY HALL, Board of Supervisors' Conference

Room 278, 1 Dr. Carlton B. Goodlett Place, SF

American Sign Language interpreters and a Sound Amplification System provided upon request with 48 hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. OLD BUSINESS

- **DISCUSSION ITEM & POSSIBLE ACTION ITEM:** Review of draft gender analysis guidelines by SAGE with recommendations.
- **ACTION ITEM:** Review of schedule of CEDAW Task Force meetings and community meetings. Possible changes in schedule.

4. PUBLIC COMMENT

5. ANNOUNCEMENTS

DOCUMENTS DEPT.

MAY 28 1999

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99-05-28A11:11 RCVD

6. ADJOURNMENT

Know Your Rights Under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Governments duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the peoples business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at 415-554-4851.

Attention: Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (SF Admin Code 16.520 - 16.534) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at 1390 Market Street #701, San Francisco, CA 94102, telephone (415) 554-9510, fax (415)703-0121 and web site <http://www.ci.sf.ca.us/ethics/>.



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25 Van Ness, Room 130, San Francisco, CA 94102

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Sonia Melara, Executive Director

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CEDAW TASK FORCE

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CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES -- JUNE 1, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Patti Chang
Dorothy Yee
Kazuko Itano
Ken Theisen
Krishanti Dharmaraj
Toni Guy

STAFF PRESENT

Ann Lehman, COSW
Latika Melkani, COSW

PUBLIC

Natalie Britton
Tiffany Keast
Jennifer Friedman
SAGE

2. NEW BUSINESS

- **DISCUSSION AND ACTION ITEM:** Review and discuss 2nd draft guidelines for gender analysis. The Task Force reviewed in detailed discussion the second draft of the gender analysis guidelines. Some of the highlights included discussion of:
 - how to ask questions regarding demographic analysis
 - clearly defining both the terms and process for gender analysis
 - review of services, employment and budget questions

3. PUBLIC COMMENT -- Request for further discussion of use of death penalty as a deterrent to violence against women as being a violation of CEDAW.

4. ADJOURNMENT - approximately 6:30 p.m.



City & County of San Francisco
Commission on the Status of Women

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Sonia Melara, Executive Director
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JUN - 4 1999

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City and County of San Francisco

CEDAW Task Force Meeting

Thursday, June 10, 1999, 4:30-6:00 P.M.

CITY HALL, Board of Supervisors' Conference

Room 278, 1 Dr. Carlton B. Goodlett Place, SF

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting May 18, 1999
- Meeting June 1, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM & POSSIBLE ACTION ITEM:** Review gender analysis process and next steps with SAGE.
- **ACTION ITEM:** Review of schedule of CEDAW Task Force meetings and community meetings. Possible changes in schedule and timeline of tasks.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – JUNE 10, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Patti Chang
Krishanti Dharmaraj
Ken Theisen
Cossette Thompson
Robin Levi
Younna Chala

STAFF PRESENT

Ann Lehman, COSW
Latika Melkani, COSW

PUBLIC

SAGE Consultants
WILD Intern

2. NEW BUSINESS- There was no quorum, thus only discussion took place.

- **DISCUSSION:** Review timeline and start of gender analysis. The Task Force reviewed and discussed:

A) The gender analysis commencement with two City departments

B) The outline for the final report

C) A timeline of events for the next few months and statutory mandates. Some of the highlights included discussion of:

- 1) Task Force meetings on **June 24, 1999 (4:30- 6:00 p.m.)** to adopt timeline and begin discussion of next departments for gender analysis; **July 27, 1999 (3:15- 6:30 p.m. or later)** to review and comment on draft gender analysis report; **August 26, 1999 (4:30 – 6:30 p.m.)** to review and comment on final gender analysis report.

- 2) To hold a public hearing in early Fall for public comment

3. ADJOURNMENT - approximately 6:30 p.m.

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Thursday, June 24, 1999, 4:30-6:00 P.M.

City Hall, 1 Dr. Carlton B. Goodlett Place

Room 278, CONFERENCE ROOM

American Sign Language interpreters and a Sound Amplification System provided upon request with 48 hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

JUN 18 1999

2. ADOPTION OF AGENDA

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3. ADOPTION OF MINUTES

06-18-99A10:25 RCVD

- Meeting June 1 & 10, 1999

4. OLD BUSINESS

- ACTION & DISCUSSION ITEM: Timeline & actions for Task Force includes final report for gender analysis, public hearing, and action plan.

5. NEW BUSINESS

- DISCUSSION ITEM: Process for selecting next departments for gender analysis.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director
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JUL 26 1999

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES -- JUNE 24, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order at 4:30 P.M.

MEMBERS PRESENT

Toni Guy
Robin Levi
Ken Theisen
Cossette Thompson
Dorothy Yee

STAFF PRESENT

Latika Malkani, COSW

PUBLIC

Natalie Britton, Aide to Supervisor Kaufman
Tiffany Keast, WILD Legal Intern
Suzanne Metzner, COSW Intern
Kimberley Dong, COSW Intern
Deon M. Woods, International
Human Rights Law Group

2. OLD BUSINESS- There was no quorum; thus only discussion took place.

- **ACTION & DISCUSSION ITEM:** *Timeline & actions for Task force includes final report for gender analysis, public hearing, and action plan.*

The Task Force discussed:

A) The Gender Analysis Report: The Task Force discussed the following schedule:

Monday, July 26 AM:

Task Force Members will each receive the draft report
& will set aside time to review the report

Tuesday, July 27, 3:15 p.m.

Task Force meeting to discuss draft report, and to provide
feedback to the consultants

August 2

SAGE will incorporate Task Force feedback and present final
report

August 3-17

COSW will present "final" report to DPW, JV Probation,
community groups, and labor for comment.

August 17- September 7

COSW will consider all comments and finalize report

August 26, 4:30 - 6:30 p.m.

Task Force meeting to discuss commentary

September 8, 5 - 7 p.m.

Task Force meeting to discuss final report

September 22

COSW Commissioners discuss final report

- B) The Action Plan:** Originally, the Action Plan was to contain recommendations. However, within the gender analysis guidelines we have asked the departments to come up with their own recommendations, and SAGE is including recommendations in the gender analysis report. The purpose of the Action Plan is to further implementation of the recommendations. We will ask departments to develop an Action Plan stating how the department intends to implement the recommendations in the gender analysis report.
- C) Public Hearing:** The Task Force will sponsor a public hearing to invite public comment, and increase public awareness around the gender analysis report. The Task Force discussed inviting either a Commissioner or a Supervisor to Chair this hearing. This hearing should precede a presentation to the Board of Supervisors, so that the Task Force can present the results of the public hearing to the full Board of Supervisors. The Task force also discussed possible substance of the hearing and media coverage. This hearing is expected to occur in late September.
- D) Presentation to the Board of Supervisors:** The Task Force discussed how to best inform all Members of the Board of Supervisors, considering both individual meetings and a brief presentation before the full Board. The Task Force reached consensus that a presentation at a Board of Supervisors meeting would be most effective. Ideally, this presentation would occur in early October, about two weeks after the public hearing.

3. **ADJOURNMENT – approximately 5:45 p.m.**



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

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Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

TUESDAY, July 27, 1999, 3:15-7:30 (?) P.M.

City Hall, 1 Dr. Carlton B. Goodlett Place

Room 278, CONFERENCE ROOM

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

JUL 26 1999

2. ADOPTION OF AGENDA

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3. ADOPTION OF MINUTES

07-26-99AG9:11 RCVD

- Meeting June 1, June 10, & June 25, 1999

4. NEW BUSINESS

- DISCUSSION ITEM: Comments on first draft of gender analysis by consultants SAGE.
- DISCUSSION AND ACTION ITEM: Adopt timeline and next steps (e.g., final report for gender analysis, action plan, public hearing, presentation to Board of Supervisors).
- DISCUSSION ITEM: Process for selecting next departments for gender analysis.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – JULY 27, 1999

1. CALL TO ORDER/ROLL CALL

The meeting was called to order.

MEMBERS PRESENT

Patti Chang, Chair
Dorothy Yee
Cosette Thompson
Sandra Ruiz
Toni Guy
Dorothy Yee
Leirion Gaylor
Ken Theisen
Krishanti Dharmaraj
Robin Levy

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW
SAGE (by phone)

Public

Kate Washburn
Natalie Britton

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SEP 07 1999

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2. ADOPTION OF AGENDA m/s/p

3. ADOPTION OF MINUTES m/s/p

- Meeting June 10 & June 25, 1999

4. NEW BUSINESS

- DISCUSSION ITEM: Comments on first draft of gender analysis by consultant's SAGE. There was a long discussion of the draft. The first part of the discussion took place without the consultants, SAGE and then they called and were included in discussion. Highlights follow:

Formatting: No boxes, a more narrative style, needs to be easier to read, discussion of issues, bullet interesting points and best practices. Highlight issues in the beginning. Distinguish between data, analysis and recommendations.

Overall comments: Needs context, needs to appeal to a number of different audiences, departments, government officials, community groups and the public. Simple explanation and charts. More factual, change tone to be less judgmental, stress how much we have already accomplished. Terms need definition, community input should be noted. Needs to be understandable on an immediate level and also more global in context including examples from other countries. Analysis should be clearly attached to data. Report needs much more analysis. Need to differentiate between sex specific and gender specific services.

Recommendations: Focus on a few recommendations but in more detail. Look for trends, such as, recruitment issues, family friendly workplaces. Clarify voice of party making recommendation (e.g., Department, Task Force, Sage). Prioritize recommendations.

6. PUBLIC COMMENT

The public's comments were included in above discussions.

7. ANNOUNCEMENTS

COSW'S 1999 Women Who Make a Difference Awards Ceremony will be July 29, 1999 and honoring WILD and Marcia deVaugh, Director of Operations, Department of Public Works, who has assisted with the gender analysis of her bureaus.

8. ADJOURNMENT



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

THURSDAY, August 26, 1999, 4:00-6:30 P.M.

City Hall, 1 Dr. Carlton B. Goodlett Place

Room 288, MAYOR'S BUDGET OFFICE

CONFERENCE ROOM

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Leatrice Miyashiro at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

Introductions including new CEDAW Task Force Chair, Commissioner Emily Murase

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2. ADOPTION OF AGENDA

AUG 25 1999

3. ADOPTION OF MINUTES

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- Meeting July 27, 1999

4. NEW BUSINESS

08-25-99A10:10 REV0

- Presentation on draft report from Teresa Stricker, Deputy City Attorney.

- **DISCUSSION & POSSIBLE ACTION ITEM:** Staff update on gender analysis report process. Comments on most recent draft of gender analysis report.
- **DISCUSSION & POSSIBLE ACTION ITEM:** Selection of four additional departments to undergo gender analysis by July 2000.
- **DISCUSSION & ACTION ITEM:** Set meeting schedule for October 1999; revise meeting schedule if necessary.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – AUGUST 26, 1999

I. CALL TO ORDER/ROLL CALL

The meeting was called to order and Emily Murase; the new Chair of the Task Force introduced herself as did the member of the Task Force.

MEMBERS PRESENT

Emily Murase, Chair
Dorothy Yee
Cosette Thompson
Kazuko Itano
Younma Chala
Dorothy Yee
Ken Theisen
Krishanti Dharmaraj
Robin Levy
Patti Chang

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW
Teresa Stricker, City Attorney

Public

Natalie Britton

DOCUMENTS DEPT.

SEP 07 1999

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II. ADOPTION OF AGENDA m/s/p

The order of the agenda was changed.

III. NEW BUSINESS

▪ PRESENTATION BY CITY ATTORNEY:

Deputy City Attorney Teresa Stricker gave an overview of the recent law surrounding Proposition 209, ensuring both that discrimination does not occur and that no preferential treatment is given to any one group.

- **STAFF REPORT:**

Staff reported on the negotiations with consultants time and efforts thus far, the immense amount of material and work that has gone into this report and amount left to accomplish.

- **FORM SUBCOMMITTEE to REVIEW AND COMMENT ON REPORT-** m/s/p (Robin Levi, Patti Chang, Dorothy Yee) with help from Ken Theisen and Natalie Britton.

- **REVIEW SCHEDULE AND CHANGE MEETING DATES.**

1. *September 7 1999 (2:30- 4:30 p.m.)* - CEDAW Task Force Meeting - draft of completed report reviewed at meeting, further discussion of Action Plan for Implementation and wider Citywide issues.
2. *September 22, 1999* - give report to departments, unions & participating community members after Task Force members comments are incorporated. Ask for all their comments by this date.
3. *September 22, 1999* - COSW Commission Meeting. Chair Emily Murase will set special meeting for formal presentation and process for completion.
4. *September 30, 1999 (4:00 p.m. - 6:00 p.m.)* -CEDAW TASK FORCE Meeting to review departments, union & community comments.
5. *October 8, 1999* - Give Final Report to COSW Commissioner and ask for comments by Special meeting on October 14th, 1999.
6. *October 14, 1999* - COSW SPECIAL Commission meeting for formal presentation of final report.
7. *November 1, 1999 (2 p.m.)* - formal presentation to Board of Supervisors.
8. *January, 2000* - Public Hearing with focus on broader implications of CEDAW.

- **DISCUSSION & POSSIBLE ACTION ITEM: Selection of four additional departments to undergo gender analysis by July 2000.**

Discussion of doing less than four departments. Do the current two departments count as part of the four since there is continuing implementation and monitoring? Next meeting come with three criteria for making decision about next departments to undergo gender analysis.

- **DISCUSSION & POSSIBLE ACTION ITEM: Staff update on gender analysis report process.**

Comments on most recent draft of gender analysis report. Highlights include: Bullet format for recommendations, at the end of each section and summarize in Executive Summary. Keep history and methodology, maybe even expand these sections as these will be most useful to others looking to us for an example. Focus on how much we have accomplished thus far and that gender analysis is a first step (not end all) in implementing CEDAW. Each department section should initially contain an overview and summary of gender analysis for that department.

IV. PUBLIC COMMENT

The public's comments were included in above discussions.

V. ADJOURNMENT





City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

TUESDAY, September 7, 1999, 2:30-4:30 P.M.

City Hall, 1 Dr. Carlton B. Goodlett Place

Room 225, CITY HALL- CONFERENCE ROOM

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Esther Velonza at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

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A G E N D A

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1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting July 27, 1999
- Meeting August 26, 1999

4. NEW BUSINESS

- DISCUSSION & POSSIBLE ACTION ITEM: Review & monitoring procedures action plan for implementation. Broader issues of Citywide implementation.
- DISCUSSION & POSSIBLE ACTION ITEM: Selection of criteria and selection for four additional departments to undergo gender analysis by July 2000.

The first part of the paper discusses the importance of the study and the objectives of the research.

The second part of the paper discusses the methodology used in the study and the results of the research.

The third part of the paper discusses the conclusions of the study and the implications of the findings.

The fourth part of the paper discusses the limitations of the study and the areas for future research.

The fifth part of the paper discusses the significance of the study and the contribution of the research.

The sixth part of the paper discusses the practical applications of the study and the recommendations for practice.

The seventh part of the paper discusses the ethical considerations of the study and the measures taken to ensure ethical standards.

The eighth part of the paper discusses the overall findings of the study and the final conclusions.

- DISCUSSION & ACTION ITEM: Review and set meeting schedule for 1999 to Early 2000; revise meeting schedule if necessary.
- DISCUSSION: Review budget issues.
- DISCUSSION & POSSIBLE ACTION ITEM: Staff update on gender analysis report process. Comments on gender analysis report.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

Know Your Rights Under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the peoples business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at 415-554-4851.

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
ACCESS APPEALS COMMISSION

ACCESSIBLE MEETING INFORMATION POLICY

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The meeting will be held at the City Hall, located at 1 Carlton B. Goodlett Place, 4th Floor, Room 408. The closest accessible BART station is the Civic Center Station at 8th (at the United Nations Plaza) and Market Street.

Accessible MUNI/Metro lines servicing this location are the J-Church, K-Ingleside, L-Taraval, M-Ocean View, and N-Judah at Van Ness and Civic Center Stations, 9 - San Bruno, 71-Haight, and 42-Downtown bush lines. For information about MUNI accessible services call (415) 923-6142.

The Commission meeting room is wheelchair accessible. Accessible curb side parking spaces have been designated on the Van Ness Avenue and McAllister Street perimeters of City Hall for mobility impaired persons. There is accessible parking available within the Civic Center Underground Parking Garage at the corner of McAllister and Polk Streets, and within the Performing Arts Garage at Grove and Franklin Streets. 

Assistive Listening devices will be available at the meeting.

A sign language interpreter will be available upon request. Please contact: Ms. Susan Pangilinan at (415) 558-6014 at least 72 hours in advance of the meeting.

Minutes of the meeting are available in large print/tape form and/or readers upon request. If you require use of a reader, please contact Ms. Susan Pangilinan (415) 558-6014 at least 72 hours in advance of the meeting to request this service.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – SEPTEMBER 7, 1999

I. CALL TO ORDER/ROLL CALL

The meeting was called to order by Emily Murase, Chair of the Task Force, and introductions were made.

MEMBERS PRESENT

Emily Murase, Chair
Dorothy Yee
Ken Theisen
Krishanti Dharmaraj
Robin Levi
Patti Chang
Toni Guy

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW

Public

Holly Friel
Kate Washburn
Rachel Lanzerotti

II. ADOPTION OF AGENDA m/s/p

The order of the agenda was changed to advance discussion of the report to the second item.

III. ADOPTION OF MINUTES

- Meeting July 27, 1999 m/s/p
 - Meeting August 26, 1999 with a change in the REVIEW SCHEDULE AND CHANGE MEETING DATES, as follows:
 - 2. September 22, 1999- Receive comments from departments, unions & participating community members by this date.
- m/s/p

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IV. NEW BUSINESS

1. DISCUSSION & POSSIBLE ACTION ITEM: Review & monitoring procedures; action plan for implementation. Broader issues of citywide implementation.

Concerns were voiced that we not lose sight that the gender analysis is one part of the CEDAW implementation. Other important areas are implementation and monitoring of recommendations, training in human rights with gender perspective, and revising the guidelines and gender analysis framework to ensure inclusion of CEDAW principles and a human rights approach.

2. DISCUSSION & POSSIBLE ACTION ITEM: Staff updates on gender analysis report process. Comments on gender analysis report.

Task Force members felt the report was much closer to the desired concept but still needed work, which may push our schedule back a bit. Staff highlighted recent revisions and Task Force members commented on results and recommendations. Overall, the report still needs to incorporate CEDAW and the ordinance throughout, with specific references to human rights principles. Data Collection needs to be moved up in the recommendations (following education) and the budget analysis sections need to be completed. Task Force members will work on specific changes:

- WILD will meet with staff to assist with human rights incorporation and budget analysis,
- Ken Theisen will draft language concerning an overview of criminal justice,
- Dorothy Yee will review employment data,
- Holly Friel will read executive summary for a "fresh perspective" review, and
- Others agreed to give comments to staff by September 10, 1999.

3. DISCUSSION & POSSIBLE ACTION ITEM: Selection of criteria and selection for four additional departments to undergo gender analysis by July 2000. (TABLED TO NEXT SPECIAL MEETING ON SEPTEMBER 22, 1999 at 3:00 p.m.) Task Force members should come to the next meeting with three selection criteria.
4. DISCUSSION & ACTION ITEM: Review and set meeting schedule for 1999 to Early 2000; revise meeting schedule if necessary. Added special meeting on September 22, 1999 at 3 p.m. in addition to scheduled meeting on September 30, 1999 at 4:00 p.m. September 22 meeting will focus on selection of additional departments to undergo gender analysis.
5. DISCUSSION: Review budget issues. (Not reviewed.)

IV. PUBLIC COMMENT

The public's comments were included in above discussions.

V. ADJOURNMENT



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
WEDNESDAY, September 22, 1999,
2:30-4:30 P.M.

City Hall, 1 Dr. Carlton B. Goodlett Place
Room 288, CITY HALL
Mayor's Office of Finance & Legislative Affairs

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Esther Velonza at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting September 7, 1999

4. NEW BUSINESS

- **DISCUSSION & ACTION ITEM:** Selection of criteria and selection for four additional departments to undergo gender analysis by July 2000.

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- **DISCUSSION & ACTION ITEM:** Review and set meeting schedule for 1999 to Early 2000; revise meeting schedule if necessary.
- **DISCUSSION:** Review budget issues.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – SEPTEMBER 22, 1999

I. CALL TO ORDER/ROLL CALL

The meeting was called to order by Emily Murase, Chair of the Task Force, and introductions were made.

MEMBERS PRESENT

Emily Murase, Chair
Dorothy Yee
Ken Theisen
Robin Levi
Leirion Gaylor

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW

Public

Natalie Britton

II. ADOPTION OF AGENDA & ADOPTION OF MINUTES

A quorum was not present to adopt the agenda or minutes.

III. NEW BUSINESS

- **DISCUSSION & ACTION ITEM:** Selection of criteria and selection for four additional departments to undergo gender analysis by July 2000. A discussion took place about possible criteria and potential departments.
- **DISCUSSION & ACTION ITEM:** Review and set meeting schedule for 1999 to Early 2000; revise meeting schedule if necessary. The schedule was reviewed and tentative meetings set as follows:

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- September 30, 1999 CEDAW Task Force meeting (3:30-5:30 p.m.)
 - October 7, 1999 CEDAW Task Force meeting (3:30-5:30 p.m.)
 - October 14, 1999 COSW Meeting to present and adopt the gender analysis report (5:00 p.m.)
 - November 1, 1999 Board of Supervisors presentation of gender analysis report (1:00 p.m.)
 - November 18, 1999 CEDAW Task Force Meeting (3:30-5:30 p.m.)
 - December 16, 1999 CEDAW Task Force Meeting (3:30-5:30 p.m.)
- **DISCUSSION:** Review budget issues.
This item was postponed to a later meeting for discussion.

IV. PUBLIC COMMENT

Task Force members discussed their reviews of the executive summary of the gender analysis report.

V. ADJOURNMENT



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

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Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Thursday, September 30, 1999,
4:00-6:00 P.M.

30/99
City Hall, 1 Dr. Carlton B. Goodlett Place
Room 278, CITY HALL
Board of Supervisors Conference Room

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Esther Velonza at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting September 22, 1999

4. OLD BUSINESS

- **DISCUSSION:** Review the Gender Analysis Report and feedback from departments.
- **DISCUSSION & ACTION ITEM:** Selection of criteria and selection for four additional departments to undergo gender analysis by July 2000.

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- **DISCUSSION & ACTION ITEM:** Review and set meeting schedule for 1999 to Early 2000; revise meeting schedule if necessary.

5. NEW BUSINESS

- **DISCUSSION & ACTION ITEM:** Presentation of Gender Analysis Report to Commission on the Status of Women and Board of Supervisors
- **DISCUSSION:** Review budget issues.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – SEPTEMBER 30, 1999

I. CALL TO ORDER/ROLL CALL

The meeting was called to order by Emily Murase, Chair of the Task Force, and introductions were made.

MEMBERS PRESENT

Emily Murase, Chair
Dorothy Yee
Ken Theisen
Robin Levi
Sandra Ruiz

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW

Public

Natalie Britton
Bonita Banducci
Holly Friel
Alicia Fletcher
Rachel Lanzerotti

II. ADOPTION OF AGENDA & ADOPTION OF MINUTES

A quorum was not present to adopt the agenda or minutes. The issues of quorum will be of the next meeting.

III. NEW BUSINESS

1. OLD BUSINESS

- **DISCUSSION:** Review the gender analysis report and feedback from departments. Department meetings to review report were postponed, rescheduled for October 7, 1999 with Juvenile Probation Department and October 14, 1999 Department of Public Works.

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- **DISCUSSION & ACTION ITEM:** Selection of criteria and selection of four additional departments to undergo gender analysis by July 2000. Criteria and departments reviewed, due to lack of quorum no action was taken. Possible conflict issues with some departments discussed and extent of grants given by some departments to be reviewed.
- **DISCUSSION & ACTION ITEM:** Review and set meeting schedule for 1999 to early 2000; revise meeting schedule if necessary. The following schedule was discussed: cancellation of the October 7, 1999 meeting, since COSW will not be able to hold a special meeting on October 14, 1999 to review the Gender Analysis Report; this time is now set for a CEDAW meeting. The Board of Supervisors presentation of the Gender Analysis report was moved to November 8th.

5. NEW BUSINESS

- **DISCUSSION & ACTION ITEM:** Presentation of gender analysis report to Commission on the Status of Women and Board of Supervisors. The presentation will now take place at the regularly scheduled Commission on the Status of Women meeting on October 27, 1999, the Board of Supervisors presentation of the Gender Analysis report was moved to November 8th, presentation details to be discussed at the next meeting.
- **DISCUSSION:** Review budget issues. Discussion postponed.

6. PUBLIC COMMENT

- Included in discussions above.

7. ANNOUNCEMENTS



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Thursday, October 14, 1999,
3:30-5:30 P.M.

City Hall, 1 Dr. Carlton B. Goodlett Place
Room 278, CITY HALL
Board of Supervisors Conference Room

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- Meeting September 22& 30, 1999

4. OLD BUSINESS

- **DISCUSSION:** Review the gender analysis report and feedback from departments.
- **DISCUSSION & ACTION ITEM:** Selection of criteria and selection of four additional departments to undergo gender analysis by July 2000.

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- **DISCUSSION & ACTION ITEM:** Presentation of gender analysis report to Commission on the Status of Women and Board of Supervisors.
 - **DISCUSSION & ACTION ITEM:** Review and set meeting schedule for 1999 to early 2000; revise meeting schedule if necessary.
5. **NEW BUSINESS**
- **DISCUSSION AND POSSIBLE ACTION ITEM:** Quorum issues; members not attending meetings.
 - **DISCUSSION:** Review budget issues.
6. **PUBLIC COMMENT**
7. **ANNOUNCEMENTS**
8. **ADJOURNMENT**

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CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – OCTOBER 14, 1999

I. CALL TO ORDER/ROLL CALL

- ♦ The meeting was called to order by Emily Murase, Chair of the Task Force, and introductions were made.

II. MEMBERS PRESENT

Emily Murase, Chair
Dorothy Yee
Ken Theisen
Robin Levi
Sandra Ruiz
Krishanti Dharmaraj
Younna Chlala

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW
Amy Ackerman, D. City Attorney

Public

Natalie Britton,
Aide to Supervisor Kaufman
Kate Washburn, WILD
Perviz Randeria
Holly Friel

III. ADOPTION OF AGENDA m/s/p

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IV. ADOPTION OF MINUTES m/s/p

NOV 15 1999

- ♦ Minutes from meetings of September 22 & 30, 1999

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V. OLD BUSINESS

- ♦ **DISCUSSION:** Review the gender analysis report and feedback from departments. *The meetings with both the Department of Public Works (DPW) and the Juvenile Probation Department (JPD) demonstrated that the process of conducting the analysis itself raised each department's awareness and sensitivity to gender issues. Training and education in human rights with a gender perspective is still needed. Departmental feedback will be incorporated into the final report.*

- ◆ **DISCUSSION & ACTION ITEM:** Selection of criteria and selection of four additional departments to undergo gender analysis by July 2000. *Amy Ackerman, Deputy City Attorney, presented and answered questions about conflicts in regard to various departments being considered for the gender analysis. After a lengthy discussion of various departments, and a close vote, the following action was m/s/p: the four departments to conduct gender analysis in FY 2000 are the Adult Probation Department, the Arts Commission, the Commission on the Environment, and the Rent Board.*
- ◆ **DISCUSSION & ACTION ITEM:** Presentation of gender analysis report to Commission on the Status of Women and Board of Supervisors. *There will be a presentation to the Commission on the Status of Women on October 27, 1999 at 5:00 p.m., and to the Board of Supervisors on November 8, 1999 at 3 p.m. The DPW and the JPD have each been invited to both presentations.*
- ◆ **DISCUSSION & ACTION ITEM:** Review and set meeting schedule for 1999 to early 2000; revise meeting schedule if necessary. *This item was not discussed due to time limitations.*

VI. NEW BUSINESS

- ◆ **DISCUSSION AND POSSIBLE ACTION ITEM:** Quorum issues; members not attending meetings. *Amy Ackerman, Deputy City Attorney, presented options and answered questions about what actions could be taken to encourage all Task Force members to attend meetings. This item will be revisited at a future meeting.*
- ◆ **DISCUSSION:** Review budget issues. *This item was not discussed due to time limitations and the absence of several Task Force members.*

VII. PUBLIC COMMENT

Included in discussions above.

VIII. ANNOUNCEMENTS

None.



City & County of San Francisco
Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

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Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Thursday, November 18, 1999,
3:30-5:30 p.m.

CITY HALL, #1 Dr. Carlton B. Goodlett Place
Room 278
Board of Supervisors Conference Room

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1. CALL TO ORDER/ROLL CALL

NOV 15 1999

2. ADOPTION OF AGENDA

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3. ADOPTION OF MINUTES

- Meeting October 14, 1999

4. OLD BUSINESS

- **DISCUSSION ITEM:** Review presentations made to the Commission on the Status of Women and to the Board of Supervisors.

- **DISCUSSION ITEM:** Timeline and process for revision of gender analysis guidelines/framework.
- **DISCUSSION AND ACTION ITEM:** Set, review and/or revise timeline and meeting schedule for year 2000. Include brief discussion of public hearing and retreat.

5. NEW BUSINESS

- **DISCUSSION AND POSSIBLE ACTION ITEM:** Review and set processes to encourage quorum at all meetings.
- **DISCUSSION:** Staff updates on initial contact with new departments.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – NOVEMBER 18, 1999

1. CALL TO ORDER/ROLL CALL

- ♦ The meeting was called to order by Emily Murase, Chair of the Task Force, and introductions were made.

2. MEMBERS PRESENT

Emily Murase, Chair
Robin Levi
Sandra Ruiz
Pansy Waller
Cossette Thompson

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW

Public

Natalie Britton
Andrea Rodriguez

DOCUMENTS DEPT.

3. ADOPTION OF AGENDA ADOPTION OF MINUTES

- ♦ There was no quorum; thus we had discussion only.

DEC 14 1999

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4. OLD BUSINESS

- ♦ **DISCUSSION ITEM:** Review presentations made to the Commission on the Status of Women and to the Board of Supervisors.

The presentations went well.

Before the COSW, Chair Commissioner Murase provided an overview of the gender analysis, Task Force member Krishanti Dharmaraj of WILD gave an overview of CEDAW, and Natalie Britton, Aide to Supervisor Kaufman, spoke on the Supervisor's commitment to the process and the Task Force's hard work. Each department had a representative present, namely Gwendolyn Tucker of the Juvenile Probation Department (JPD), and James Horan of the Department of Public Works (DPW).

Ms. Tucker and Mr. Horan each spoke of their respective department's experience, highlighting the gender awareness resulting from the gender analysis, and the need for a longer time period to conduct the analysis.

At the Board of Supervisors hearing on November 8, 1999, Supervisor Kaufman read a resolution being introduced in Congress by Senator Barbara Boxer. Task Force member and former Chair Patti Chang, of the Women's Foundation, gave an overview of the Task Force's work to date. An aide to Representative Nancy Pelosi read a statement from the Congresswoman applauding San Francisco's setting a national example. Gwendolyn Tucker of the Juvenile Probation Department spoke again about her department's experience. Representatives from the Department of Public Works were also present. Finally, Sonia Melara, Executive Director of the COSW, spoke on the need for implementation and next steps.

- ◆ **DISCUSSION ITEM:** Timeline and process for revision of gender analysis guidelines/framework. *Comments from Task Force members on the gender analysis are due December 6. COSW staff is also soliciting feedback from each department, the JPD and the DPW. The Task Force generally discussed the gender analysis process and guidelines.*
- ◆ **DISCUSSION AND ACTION ITEM:** Set, review and/or revise timeline and meeting schedule for year 2000. Include brief discussion of public hearing and retreat. *See attached schedule of meetings that was discussed for the coming year.*

5. NEW BUSINESS

- ◆ **DISCUSSION AND POSSIBLE ACTION ITEM:** Review and set processes to encourage quorum at all meetings. *See attached memo that was discussed.*
- ◆ **DISCUSSION:** Staff updates on initial contact with new departments. *A letter was sent by COSW introducing the process to each department (Environment, Rent Board, Adult Probation & Art Commission). Initial feedback is positive and orientation meetings are being scheduled for December.*

6. PUBLIC COMMENT

- ◆ *Included in discussions above.*

7. ANNOUNCEMENTS

- ◆ *None.*



City & County of San Francisco
Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Thursday, December 16, 1999,

3:00-5:30 p.m.

CITY HALL, #1 Dr. Carlton B. Goodlett Place

Room 278

Board of Supervisors Conference Room

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Esther Velonza at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ◆ Minutes of meeting on October 14, 1999
- ◆ Minutes of meeting on November 18, 1999

4. NEW BUSINESS

- ◆ Exit Interview with SAGE

5. OLD BUSINESS

- ◆ **DISCUSSION:** Staff updates on initial contact with new departments.

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- ◆ **DISCUSSION AND ACTION ITEM:** Set, review and/or revise timeline and meeting schedule for year 2000.
- ◆ **DISCUSSION AND POSSIBLE ACTION ITEM:** Review and set processes to encourage quorum at all meetings.
- ◆ **DISCUSSION ITEM:** Revision of gender analysis guidelines/framework.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the peoples business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at 415-554-4851.

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DRAFT

**CEDAW Task Force
Schedule Through Calendar Year 2000**

(During 2000, all Task Force meetings are the fourth Wednesday of the month unless indicated.)

Introductory meetings with departments	Early December 1999
Task Force meeting (exit interview with SAGE)	Thursday, December 16, 1999, 3:30 – 5:30 p.m.
Complete revision of guidelines	Early January 2000
Task Force meeting	Wednesday, January 26, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, February 23, 2000, 3:00 – 5:00 p.m.
Conduct human rights training with departments	February - March 2000
Task Force meeting	Wednesday, March 22, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, April 26, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, May 24, 2000, 3:00 – 5:00 p.m.
Departments complete gender analysis and submit results to COSW	End May 2000
Task Force meeting	Wednesday, June 28, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, July 19, 2000, 3:00 – 5:00 p.m. (third week)
Task Force Meeting	Wednesday, September 27, 2000, 3:00 – 5:00 p.m.
Task Force Meeting	Wednesday, October 25, 2000, 3:00 – 5:00 p.m.
Task Force Meeting	Wednesday, November 15, 2000, 3:00 – 5:00 p.m.(second week)
Task Force Meeting	Wednesday, December 13, 2000, 3:00 – 5:00 p.m. (second week)

CEDAW Task Force Quorum Issues

The Ordinance spells out who shall be on the Task Force:

(d) Membership and Organization.

- (1) The members of the Task Force shall be as follows:
 - (A) the President of the Human Rights Commission or her or his designee;
 - (B) a staff member from the Mayor's office knowledgeable about the City's budget, to be designated by the Mayor;
 - (C) the head of the Department of Human Resources or her or his designee;
 - (D) the President of the Board of Supervisors or her or his designee;
 - (A) a representative of a City-recognized union experienced in women's issues appointed by the San Francisco Labor Council;
 - (B) the President of the Commission on the Status of Women or her or his designee;
 - (C) five members from the community to be designated by the Commission on the Status of Women, as follows:
 - (i) two representatives shall work in the field of international human rights and be knowledgeable about CEDAW;
 - (ii) one representative shall be knowledgeable about economic development, including employment issues;
 - (iii) one representative shall be knowledgeable about health care issues; and
 - (iv) one representative shall be knowledgeable about violence against women.
- (2) The Task Force shall convene by June 1, 1998.
- (3) The Task Force shall expire on December 31, 2002, unless its powers are renewed by the Board of Supervisors. When the Task Force expires, the Commission on the Status of Women shall take on the leadership and responsibilities previously designated to the Task Force.
- (4) All appointed members of the Task Force shall serve at the pleasure of their appointing authorities. The term of each community member of the CEDAW Task Force shall be for two years; provided however, that the initial members shall, by lot, classify their term, so that three members shall serve a two year term and two members shall serve a three year term. Subject to the expiration of the Task Force, their successors shall be appointed for a two-year term; provided, however, that any member may be reappointed for consecutive terms.

Based on the Ordinance, COSW has authority over the five community members, who serve at COSW pleasure. All other members serve at the pleasure of their appointing authority which includes:

- ♦ The President of the Human Rights Commission;
- ♦ The Mayor;
- ♦ The Director of the Department of Human Resources;
- ♦ The President of the Board of Supervisors;
- ♦ The San Francisco Labor Council; and
- ♦ The President of the Commission on the Status of Women.

Issues to discuss:

- 1) Ensuring that every member has an alternate will help with quorum issues.**
- 2) The Task Force can adopt bylaws or create a policy, similar to the bylaws of the COSW, stating that the Task Force may recommend to the appointing authority the removal of a member who misses three (3) regularly scheduled meetings of the Task Force in any twelve (12) month period without the express approval of the Task Force. (Express approval could require at minimal a phone call to COSW staff prior to the meeting explaining the absence and ensuring that an alternate will be attending.) A letter is then sent from the Chair to the appointing authority requesting a new member.**
- 3) The Task Force can also ask to amend the CEDAW statute to officially state that three unexcused absences indicate a resignation from the Task Force.**

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
CHICAGO, ILLINOIS 60637

TO: THE DIRECTOR, NATIONAL BUREAU OF STANDARDS
WASHINGTON, D.C. 20535

FROM: DR. J. H. DUNN, JR.
CHICAGO, ILLINOIS 60637

SUBJECT: A STUDY OF THE KINETICS OF THE
REACTION OF HYDROGEN PEROXIDE WITH
HYDROGEN SULFIDE IN AQUEOUS SOLUTION
AT VARIOUS TEMPERATURES AND INITIAL
CONCENTRATIONS OF THE REACTANTS.

REFERENCE: J. H. DUNN, JR., J. AM. CHEM. SOC.,
75, 1234 (1953).

ABSTRACT: The reaction of hydrogen peroxide with hydrogen sulfide in aqueous solution has been studied at various temperatures and initial concentrations of the reactants. The reaction is first order in hydrogen peroxide and second order in hydrogen sulfide. The rate constant increases with increasing temperature and decreasing initial concentration of hydrogen sulfide. The activation energy of the reaction is 12.5 kcal/mole.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – DECEMBER 16, 1999

1. CALL TO ORDER/ROLL CALL

- ◆ The meeting was called to order and introductions were made.

MEMBERS PRESENT

Patricia Chang
Robin Levi / Krishanti Dharmaraj
Sandra Ruiz
Pansy Waller
Dorothy Yee
Youmna Chlala
Ken Theisen

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW
Holly Friel, Intern

Public

Natalie Britton, Aide to
Supervisor Kaufman
Rachel Lanzerotti, WILD Intern
Kate Washburn, WILD Staff

DOCUMENTS DEPT.

2. ADOPTION OF AGENDA m/s/p

JAN 21 2000

3. ADOPTION OF MINUTES

- ◆ Minutes of meeting on October 14, 1999 m/s/p
- ◆ Minutes of meeting on November 18, 1999 m/s/p

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4. NEW BUSINESS

- ◆ **DISCUSSION ITEM:** Exit interview with SAGE.

SAGE members Mehlika Hoodbhoy and Anita Nayar provided feedback on (1) what worked and what didn't throughout the gender analysis process, (2) the gender analysis report, and (3) the guidelines and next steps. Their comments included the following points:

- *During the analysis, the audience for this report was not defined. SAGE understood from COSW that this process was about the departments doing their own analysis. Some Task Force members later brought in other audiences.*

- *The process changed to include many more voices, which confused the process. While it is good to include other voices (such as community), this needs to be planned and defined from the beginning. Everyone involved (the departments and the community groups) need to understand from the beginning how their input will be used.*
- *Timing was a big constraint in the project development.*

5. OLD BUSINESS

- ◆ **DISCUSSION:** Staff updates on initial contact with new departments. *COSW staff held orientation meetings with two departments: the Arts Commission and the Adult Probation Department. The Arts Commission brought all of their senior management staff to the meeting, and Adult Probation had already designated Dee Williams, their new energetic Personnel Director, to serve as liaison. Similar meetings are set up with the Rent Board (December 22) and the Commission on the Environment (January 13). Initial feedback is positive.*
- ◆ **DISCUSSION AND ACTION ITEM:** Set, review and/or revise timeline and meeting schedule for year 2000. m/s/p. *See attached schedule of meetings that was approved for the coming year. A retreat to focus on the future of CEDAW implementation will be scheduled for early January, on the half-day(s) when most Task Force members can attend, and there is a quorum.*
- ◆ **DISCUSSION AND POSSIBLE ACTION ITEM:** Review and set processes to encourage quorum at all meetings. *See attached memo that was discussed. The following policy was approved: (m/s/p)*
The Task Force may recommend to the appointing authority the removal of a member who misses three (3) regularly scheduled meetings of the Task Force in any twelve (12) month period without the express approval of the Task Force. Express approval requires at minimal a phone call to COSW staff prior to the meeting explaining the absence and making reasonable efforts to ensure that an alternate will be attending. A letter will then be sent from the Chair to the appointing authority requesting a new member.
- ◆ **DISCUSSION ITEM:** Revision of gender analysis guidelines/framework. *Several Task Force members provided comments, which has resulted in a new framework. See attached handout about the new framework that was discussed. COSW staff will now finalize the guidelines based on this framework.*

6. PUBLIC COMMENT

- ◆ *Included in discussions above.*

7. ANNOUNCEMENTS

- ◆ *None.*

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE
FOR THE LOCAL IMPLEMENTATION OF THE UNITED NATIONS

The Ordinance spells out who shall be on the Task Force:

(d) Membership and Organization.

- (1) The members of the Task Force shall be as follows:
 - (A) the President of the Human Rights Commission or her or his designee;
 - (B) a staff member from the Mayor's office knowledgeable about the City's budget, to be designated by the Mayor;
 - (C) the head of the Department of Human Resources or her or his designee;
 - (D) the President of the Board of Supervisors or her or his designee;
 - (A) a representative of a City-recognized union experienced in women's issues appointed by the San Francisco Labor Council;
 - (B) the President of the Commission on the Status of Women or her or his designee;
 - (C) five members from the community to be designated by the Commission on the Status of Women, as follows:
 - (i) two representatives shall work in the field of international human rights and be knowledgeable about CEDAW;
 - (ii) one representative shall be knowledgeable about economic development, including employment issues;
 - (iii) one representative shall be knowledgeable about health care issues; and
 - (iv) one representative shall be knowledgeable about violence against women.
- (2) The Task Force shall convene by June 1, 1998.
- (3) The Task Force shall expire on December 31, 2002, unless its powers are renewed by the Board of Supervisors. When the Task Force expires, the Commission on the Status of Women shall take on the leadership and responsibilities previously designated to the Task Force.
- (4) All appointed members of the Task Force shall serve at the pleasure of their appointing authorities. The term of each community member of the CEDAW Task Force shall be for two years; provided however, that the initial members shall, by lot, classify their term, so that three members shall serve a two year term and two members shall serve a three year term. Subject to the expiration of the Task Force, their successors shall be appointed for a two-year term; provided, however, that any member may be reappointed for consecutive terms.

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- ◆ The President of the Human Rights Commission;
- ◆ The Mayor;
- ◆ The Director of the Department of Human Resources;
- ◆ The President of the Board of Supervisors;
- ◆ The San Francisco Labor Council; and
- ◆ The President of the Commission on the Status of Women.

Issues to discuss:

- 1) Ensuring that every member has an alternate will help with quorum issues.**
- 2) The Task Force can adopt bylaws or create a policy, similar to the bylaws of the COSW, stating that the Task Force may recommend to the appointing authority the removal of a member who misses three (3) regularly scheduled meetings of the Task Force in any twelve (12) month period without the express approval of the Task Force. (Express approval could require at minimal a phone call to COSW staff prior to the meeting explaining the absence and ensuring that an alternate will be attending.) A letter is then sent from the Chair to the appointing authority requesting a new member.**
- 3) The Task Force can also ask to amend the CEDAW statute to officially state that three unexcused absences indicate a resignation from the Task Force.**

**CEDAW Task Force
Schedule Through Calendar Year 2000**

(During 2000, all Task Force meetings are the fourth Wednesday of the month unless indicated.)

Introductory meetings with departments	December 1999
Task Force meeting (exit interview with SAGE at 3:15 p.m.)	Thursday, December 16, 1999, 3:00 – 5:30 p.m.
Task Force Retreat	January 2000
Complete revision of guidelines	January 2000
Task Force meeting	Wednesday, January 26, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, February 23, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, March 22, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, April 26, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, May 24, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, June 28, 2000, 3:00 – 5:00 p.m.
Task Force meeting	Wednesday, July 19, 2000, 3:00 – 5:00 p.m. (third week)
Task Force Meeting	Wednesday, September 27, 2000, 3:00 – 5:00 p.m.
Task Force Meeting	Wednesday, October 25, 2000, 3:00 – 5:00 p.m.
Task Force Meeting	Wednesday, November 15, 2000, 3:00 – 5:00 p.m. (second week)
Task Force Meeting	Wednesday, December 13, 2000, 3:00 – 5:00 p.m. (second week)

DOCUMENTS DEPT.

JAN 21 2000

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TABLE I		
Summary of the results of the experiments		
Experiment	Results	Comments
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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting/ Retreat

Thursday, January 13, 2000,**9:00 a.m. - 1:00 p.m.****25 Van Ness, 3rd Floor****Room 330B**

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Esther Velonza at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. NEW BUSINESS

- ◆ **DISCUSSION ITEM: Introductions/ icebreaker.** What do you see as your role with the CEDAW Task Force? (15 minutes)
- ◆ **DISCUSSION ITEM: Long-term goals of CEDAW implementation in San Francisco.** (45 minutes)

Exercise: Participants each share their responses to the following:

- a. What are the long-term goals of CEDAW implementation?
- b. What is the Task Force's role in this endeavor?

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CHICAGO, ILL. 60637

- c. What is the COSW's role in this endeavor?
- d. How does gender analysis fit into these goals?

♦ **DISCUSSION ITEM: Audience & Community Voice.** (30 minutes)

- a. **Who is our audience?** For CEDAW implementation in general? For gender analysis of City departments to determine if they are implementing the CEDAW principles? For education purposes? Is it the City's clients? Is it community groups? Is it City decision-makers? Is it City line employees? Is it the international players? Is it the U.S. Congress to encourage them to ratify the treaty? What should be our priorities in this arena?
- b. **Who is the community?** Is it the representatives on the Task Force? Is it community-based organizations? Is it the clients/ service users? Is it members of the public?
- c. **What role should community voices have?** In the education process? In the gender analysis of departments? Should we have a "shadow"-like report from local nonprofits?

♦ **BREAK** (15 minutes)

♦ **DISCUSSION ITEM: Beyond Gender Analysis: Expanding CEDAW Implementation.** (1 hour, 15 minutes)

- ♦ How involved should we be with other cities/ efforts to implement CEDAW? Do we assist other jurisdictions? Is San Francisco simply a model? How, if at all, can we learn from what other jurisdictions have done? (15 minutes)
- ♦ What does "work toward implementing the principles of CEDAW in the private sector" mean? (Brainstorm for 15 minutes)
- ♦ When/ how do we begin to "investigate the implementation of an integrated service plan for women and girls"? (Brainstorm for 15 minutes)
- ♦ How best can we ensure public awareness of our work as we progress? (Brainstorm for 15 minutes)
- ♦ How do we ensure sufficient funding to do all the work? (15 minutes)
- ♦ **DISCUSSION ITEM: Where do we go from here?** Action items for next meeting? Planning for all of the above? (What, Who, When, Where, How) (15 minutes)

6. PUBLIC COMMENT

7. ANNOUNCEMENTS**8. ADJOURNMENT**

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(Chapter 67 of the San Francisco Administrative Code)**

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

CEDAW TASK FORCE Sonia Melara, Executive Director

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION
AGAINST WOMEN

RETREAT MINUTES – JANUARY 13, 2000

1. CALL TO ORDER/ROLL CALL

The meeting was called to order and introductions were made.

MEMBERS PRESENT

Patti Chang
Younna Chala
Krishanti Dharmaraj
Rebecca Prozan
Robin Levi
Myrna Lopez
Emily Murase
Sandra Ruiz
Patty Tamura
Ken Theisen
Cosette Thompson
Pansy Waller
Dorothy Yee

STAFF PRESENT

Ann Lehman, COSW
Latika Malkani, COSW
Sonia Melara, COSW

PUBLIC

Shirley Bryer Black
Natalie Britton

DOCUMENTS DEPT.

FEB 18 2000

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2. ADOPTION OF AGENDA m/s/p with changes

The Agenda was adopted with changes as incorporated in these minutes.

3. NEW BUSINESSDISCUSSION ITEM: Introductions/ icebreaker. What do you see as your role with the CEDAW Task Force? *The icebreaker was changed to the following question: What worked/what hasn't worked regarding the Task Force? (30 minutes). Following are some of the comments, along with the number of times that each comment was made, if more than once.*

Work load, Diversity of Task Force/ Commitment of people (4)

Remaking of decisions/ People not showing up (4)

Changing focus/ depending on who shows up, Different vision/ clarity of goals/ need to consult audience/ different commission views/ feeling boxed in (4)

CEDAW passed/ Gender Analysis accomplished (3)

Time issues (3)

Too short deadlines (3)

Consciousness hasn't filtered down to staff of department + also community (2)

Working with diversity of people, vision into reality (2)

Innovative/ground breaking, Impact of gender analysis on departments (2)

Who are the real agents of change in departments? (2)

More planning + maintain momentum

More education necessary monitoring budgets + implement recommendations

Human Rights needs more integration in process,

Report process needs broad support from outside community

Media access should be improved

Email distribution may help with communication

Support from board/ Mayor

Coming in late

How to get labor input

Better understanding of how departments work

Who is Audience?

Enjoyed work on women's issue

Role of Commission on the Status of Women vs. Task Force

- ♦ **DISCUSSION ITEM: Long-term goals of CEDAW implementation in San Francisco.**
(45 minutes)

Exercise: Participants write down responses to the following on paper, to share:

- a. **Vision for equity**
- b. **What are the long-term goals of CEDAW implementation?**
- c. **What is the Task Force's role in this endeavor?**
- d. **What is the COSW's role in this endeavor?**
- e. **How does gender analysis fit into these goals?**
- f. **Integrated plan for women and girls**
- g. **Role of the community**

Following are comments from participants, grouped under the categories (a) through (d) above:

- a. **Vision for equity:**

Full representation of people
Push principles as far as possible
Eliminate COSW because no need
Different needs of women + girls, including their multiple identities, integrated throughout city decision-making process (including interactions with private entities, like contracting)
Change in practices will change attitudes
Raise consciousness
Proactive beyond traditional discrimination issues
Holistic view of each gender needs
Links between violence against women + girls & access to health care + discrimination
Inclusive of men

b. What are the long-term goals of CEDAW implementation?

Include all communities' (5 yr.), i.e., homeless, transgender, undocumented, Native American & young people
Non traditional employment of young people
Expand Legislation to include other treaties (Children, torture, race, civil + economic rights)
Human rights integrated into decision making of city
1) Budget reflect Human Rights
2) Services
3) Employment
Beyond city: Private sector/ non-profit/ Media
Mayor spokesperson for CEDAW
Other cities to improve model of San Francisco
Real practice changes within Departments as a result of gender analysis
Remain realistic with goals
Departments we have worked with promoting process themselves, independent of Task Force/COSW
Model for private sector
Human rights education throughout City
Public relations campaign
Regulations for implementation

c. What is the Task Force's role in this endeavor?

Broad vision of work
Ordinance
Public relations for CEDAW
Broad monitoring of CEDAW; Less detail work (COSW doing this)
Public education and monitoring role of the implementation
Practical changes to implement CEDAW within departments
Set standard for work
Communication to policy makers
Only the City at this stage
See members sit down with the departments/ creating the political climate to make things possible (Charan)/ have to do the nitty-gritty work;

Monitor (countries report to experts; Task force asks questions and gets the report from the Departments)

Monitoring NOT implementing

Advocates for change

Advisor and experts for certain Commissions and issues

Capacity building/ institutional change: who in the City can begin to implement this?

To give advice/input to the staff (e.g., HRC has several advisory committees to advise the Commission) – implementation is left to the staff

Must be hands on for a certain time (for organization perspectives)

Taking a look at the power inequities within our system

Task force has to be involved in implementation

Model around Affirmative Action reports may work with some changes

d. What is the COSW's role in this endeavor?

Monitoring

Staffing to Task Force

Institutional policy department

Documentation of the process – gives Task force something both to monitor and for which to advocate

Departments should be doing the gender analysis themselves, and gender analysis needs to be integrated into all the decision-making

COSW to provide technical assistance to departments

COSW participates in monitoring

At some point, let the gender analysis go

COSW providing some continuity to this process

Task Force can provide more impetus for outside change/ community advocacy

COSW throws the public forum and the Task Force strategies about who should be at these forums

Task Force sets the policy and the staff implements – use your expertise to review the gender analysis – Task Force sets up the forms – need directions to come from the Mayor's Office to the Task force – Task force can then review the reports

Task Force can set up a tracking program

Concern about putting COSW in a position that they cannot/ will not take without reprisal: how much can the COSW really buck the system? Without the support of the community? Fully implementing CEDAW really bucks the system

Tension about who makes the final decision

Really provide the technical assistance to answer questions. Resolving it amongst the Task Force

Departments write the report: burden on the department to write to us

Who will be making decisions in-between meetings? Review all action items at the end of each meeting

Use the guidelines to teach the departments to write the report; Need training at the beginning.

Updates in between monthly meetings

Regulations on how to implement the Ordinance (can look at this with the re-authorization)

Items (e), (f), and (g) above were not discussed due to time limitations.

The Task force elected to complete an exercise in order to resolve what happens when the Task Force and the COSW have joint responsibility for an action, such as the guidelines. To resolve this, the Task Force elected to form a Drafting Committee, and to give the decision-making authority for the drafting of the guidelines to the committee. The committee will review the guidelines in full, and will bring any areas of controversy and/or concern to the full Task Force. The membership of this subcommittee shall represent different voices. The following were elected to the subcommittee: Myrna Lopez (budget), Youmna Chlala (human rights), Dorothy Yee (human resources), and Ann Lehman/ Latika Malkani (COSW staff). COSW staff will also send the draft guidelines document to Task Force member Patricia Chang for her comments.

The Task Force also formed a separate subcommittee to iron out the role of the Task Force vis-à-vis the role of the COSW. The following were elected to the subcommittee: Cosette Thompson (human rights), Natalie Britton (public member, Aide to Supervisor Barbara Kaufman), and Ann Lehman/ Latika Malkani (COSW staff).

Both committees will meet and present at the next Task Force meeting.

- ♦ **DISCUSSION ITEM: Audience & Community Voice.** (30 minutes)
 - a. **Who is our audience?** For CEDAW implementation in general? For gender analysis of City departments to determine if they are implementing the CEDAW principles? For education purposes? Is it the City's clients? Is it community groups? Is it City decision-makers? Is it City line employees? Is it the international players? Is it the U.S. Congress to encourage them to ratify the treaty? What should be our priorities in this arena?
 - b. **Who is the community?** Is it the representatives on the Task Force? Is it community-based organizations? Is it the clients/ service users? Is it members of the public?
 - c. **What role should community voices have?** In the education process? In the gender analysis of departments? Should we have a "shadow"-like report from local nonprofits?

The above was not discussed due to time limitations.

- ♦ **BREAK** (15 minutes)
- ♦ **DISCUSSION ITEM: Beyond Gender Analysis: Expanding CEDAW Implementation.** (30 minutes)
 - ♦ What does "work toward implementing the principles of CEDAW in the private sector" mean?
 - ♦ How best can we ensure public awareness of our work as we progress?

- ◆ How do we ensure sufficient funding to do all the work?

The above was not discussed due to time limitations.

- ◆ **DISCUSSION ITEM: Where do we go from here?** Action items for next meeting?
Planning for all of the above? (What, Who, When, Where, How) (15 minutes)

The above was not fully discussed due to time limitations. However, future Task Force agenda items should include subcommittee presentations, the budget process, the continuation of the Task Force, and forming a Strategy Subcommittee (Volunteers include Patti Chang, Kristanti Dharmaraj and Patti Tamura).

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

Know Your Rights Under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

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City & County of San Francisco
Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Wednesday, January 26, 2000

3:00-5:00 p.m.

CITY HALL, #1 Dr. Carlton B. Goodlett Place

Room 34

**(PLEASE NOTE NEW LOCATION -IN
BASEMENT NEAR CAFETERIA)**

Board of Supervisors Conference Room

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Esther Velonza at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL
2. ADOPTION OF AGENDA
3. ADOPTION OF MINUTES

- ♦ Minutes of meeting on December 16, 1999
- ♦ Minutes of retreat on January 13, 2000

DOCUMENTS DEPT.

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4. NEW BUSINESS

- ◆ **ACTION ITEM:** Approval of the revised gender analysis guidelines. (Focus will be on issues of policy considerations brought to the attention of the Task Force by a joint committee of COSW & Task Force members).
- ◆ **ACTION ITEM:** Approval of a policy to cover areas of joint responsibility by Task Force and COSW department.

Time Permitting:

- ◆ **DISCUSSION ITEM:** Staff updates on initial contact with new departments.
- ◆ **DISCUSSION ITEM:** Exit interview with SAGE.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

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Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – JANUARY 26, 2000

DOCUMENTS DEPT.

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1. CALL TO ORDER/ROLL CALL

- ♦ The meeting was called to order and introductions were made.

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MEMBERS PRESENT

Dorothy Yee
Sandra Ruiz
Emily Murase
Pansy Waller
Ken Theisen
Cosette Thompson
Myrna Lopez

STAFF PRESENT

Ann Lehman, COSW

Public

Natalie Britton, Aide to
Supervisor Kaufman
Joan McAllister, DHR

- 2. ADOPTION OF AGENDA** Motion by Ken Theisen with 2nd by Dorothy Yee passed unanimously to drop retreat minutes from the agenda since they were not available.

- 3. ADOPTION OF MINUTES** Motion made by Ken Theisen, 2nd Dorothy Yee, passed unanimously to adopt the minutes of meeting on December 16, 1999.

4. NEW BUSINESS

- ♦ **ACTION ITEM:** Approval of the revised gender analysis guidelines. (Focus will be on issues of policy considerations brought to the attention of the Task Force by a joint conference of COSW & Task Force members).

After review of the attached memo on Gender Analysis Process and with one change in the deadline from May 19 to May 15, 2000 the process for gender analysis was moved for adoption by Sandra Ruiz, 2nd by Dorothy Yee and adopted unanimously. A second action to delegate to the joint conference of COSW and Task Force members the responsibility for completing the details of the guidelines was made by Sandra Ruiz and seconded by Ken Theisen and was unanimously adopted. Conference group consists of Youmna Chala, community

member representing field of international human rights and be knowledgeable about CEDAW, Dorothy Yee, representing the Director of the Human Resources for City and County of San Francisco, Myrna Lopez, representing the Mayor's Budget office and staff of COSW.

◆ **ACTION ITEM: Approval of a policy to cover areas of joint responsibility by Task Force and COSW department.**

Task Force members reviewed the responsibilities both for CEDAW Task Force members and the Commission on the Status of Women presented by Cosette Thompson and Natalie Britton. Also reviewed was a policy for dealing with "joint responsibility" areas when a consensus between the Task Force and the Commission on the Status of Women was lacking. With some revisions for clarification the attached responsibilities descriptions and following policy was moved for adoption by Ken Theisen and 2nd by Dorothy Yee and passed unanimously.

An "as needed" conference committee between germane representatives of the CEDAW Task Force and COSW staff will be established to work out any conflicting policy or implementation issues.

◆ **DISCUSSION ITEM: Staff updates on initial contact with new departments.**

Staff reported that they had met with each department and that each department appeared enthusiastic, even if somewhat concerned about the timeline. Letters have gone out requesting some initial information from each of the four departments (Adult Probation, Art Commission, Rent Board and Environment). An orientation session is set for February 9, 2000 on 10 am – Noon to be held at the Human Rights Commission Conference room.

Staff was asked to invite members of the last two departments (Juvenile Probation and Department of Public Works) to the following two meetings for a progress report on implementation of the gender analysis recommendations.

◆ **DISCUSSION ITEM: Exit interview with SAGE.**

No consensus was reached on a recommendation for SAGE and individuals were asked to give their own opinions and not that of the Task Force if asked. The Task Force does not wish to revisit this issue.

5. PUBLIC COMMENT

- ◆ Included in discussions above.

6. ANNOUNCEMENTS

- ◆ None.

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

CEDAW TASK FORCE RESPONSIBILITIES¹

- ◆ Sets broad policy guidelines regarding the implementation of Ordinance 128-98.
- ◆ Plays an advisory and advocacy role vis-a-vis the Mayor and Board of Supervisors, especially in the areas where the departments are not the decision-makers.
- ◆ Strategizes with COSW Staff on issues of public relations, communication with policy makers, and community input.
- ◆ Selects the City Departments to undergo a gender analysis.
- ◆ Develops guidelines (in cooperation with COSW) and timelines the Departments will conduct their gender analysis and recommends a schedule for a detailed review of progress.
- ◆ Evaluates the gender analyses and other relevant internal reports from the Departments and COSW.
- ◆ Recommends measures by which the deficiencies found in the gender analyses can be addressed and advocates for their implementation.
- ◆ Monitors the implementation of the Departments' Action Plans and schedules of compliance.
- ◆ In this capacity the Task Force will also: a) make sure that Departments hold hearings and that the Public is made aware of opportunities for comments; b) encourage Departments to develop skills and opportunities enabling them to do their own gender analysis; c) invite Department representatives to attend relevant Task Force meetings.
- ◆ To report to the Mayor, the Board of Supervisors, and the COSW on the local implementation of CEDAW every six months. "Progress Report" prepared by staff approved by Task Force.

¹ Approved by CEDAW Task Force January 26, 2000

- ◆ Determines decision-making process for each monthly meeting action item. If consensus cannot be reached between the Task Force and COSW decisions will be assigned to a "conference committee".

Retreat Discussion Issues:

- ◆ To investigate, evaluate and recommend the implementation of the principles of CEDAW in the private sector; and
- ◆ To investigate, evaluate and recommend the implementation of an integrated services plan for women and girls.

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

COMMISSION ON THE STATUS OF WOMEN CEDAW RESPONSIBILITIES¹

- ◆ The Commission on the Status of Women shall be designated as the implementing and monitoring agency of CEDAW in the city and county of San Francisco.
- ◆ The Commission on the Status of Women shall train each department in human rights with a gender perspective.
- ◆ The Commission on the Status of Women shall conduct gender analyses of city departments and offer technical assistance to departments throughout the process.
- ◆ The Commission on the Status of Women shall submit to the mayor and the Board of Supervisors a detailed Action Plan by September 1, 1999.
- ◆ Commission on the Status of Women hires any and all consultants or staff.
- ◆ The Commission on the Status of Women shall provide administrative support for the Task Force.
- ◆ The Task Force includes five members from the community to be designated by the Commission on the Status of Women, as follows:
 - ◆ two representatives shall work in the field of international human rights and be knowledgeable about CEDAW;
 - ◆ one representative shall be knowledgeable about economic development, including employment issues;
 - ◆ one representative shall be knowledgeable about health care issues; and
 - ◆ one representative shall be knowledgeable about violence against women.
- ◆ Participate with Task Force representatives on a conference committee when consensus about joint responsibilities is lacking.

¹ Approved by CEDAW Task Force January 26, 2000

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
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JOINT RESPONSIBILITIES OF COSW & CEDAW TASK FORCE¹

- Develop Guidelines for gender analyses.
- Develop policies and guidelines relating to the ordinance.
- Submit gender analyses to Mayor and Board of Supervisors.
- Work with consultants hired by COSW to develop guidelines.
- The Board of Supervisors committee responsible for considering the City's Budget shall hold a hearing to receive the gender analyses, Action Plan and any other recommendations and reports of the Commission on the Status of Women and/or CEDAW Task Force.
- Strategize with Task Force on public relations issues.
- Participate on conference committee with Task Force representatives

¹ Approved CEDAW Task Force January 26, 2000

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

GENDER ANALYSIS PROCESS¹

WHO WILL BE INVOLVED IN THE GENDER ANALYSIS?

- The citywide *CEDAW Task Force* advises the Mayor, the Board of Supervisors and the Commission on the Status of Women about the local implementation of CEDAW, and also recommends measures to correct any deficiencies identified in the gender analyses.
- The four City departments chosen by the CEDAW Task Force (*the Adult Probation Department, the Arts Commission, the Commission on the Environment, and the Rent Board*) each will be responsible for conducting the gender analysis within their respective departments.
- *Staff throughout each of these four departments* will be trained in human rights with a gender perspective, as well as on how to conduct the gender analysis.
- *Staff from the San Francisco Commission on the Status of Women (COSW)* will provide training and technical assistance to all four departments and will coordinate the gender analysis process.
- Staff from the *Juvenile Probation Department* and the *Department of Public Works*, who have completed the gender analyses of their departments, have volunteered to serve as resources.
- In order to incorporate their needs and concerns into the gender analysis, input will be solicited from *employees, their associations and unions*.
- *The public and clients* input will also be solicited to ensure that their needs are being met through the services and programs of each department, as well as an opportunity to contribute to the gender analysis.

HOW TO USE THE GENDER ANALYSIS GUIDELINES

FIVE STEP PROCESS

¹ Approved by CEDAW Task Force January 26, 2000

The gender analysis guidelines cover three areas of a department's work: service delivery, employment practices and budget allocation. A five-step process has been designed for each of these three areas. Each step, in turn, has been divided into short sets of questions and fill-in tables directed to staff within particular departments' divisions/bureaus. Division/Bureau heads are strongly encouraged to create a participatory process among their staff and with women's and community groups, as appropriate, to collect responses to the gender analysis guidelines. This participation is crucial to ensure that the outcomes reflect the needs and concerns of the departments as well as the communities they serve, and to institutionalize a gender sensitive approach in the long term.

Timeline: From February through June 2000, the four chosen departments will each complete steps one through three of the guidelines.

STEP 1: Gathering Gender Disaggregated Data & Reports

This first step of gathering data on women and men provides a snapshot of existing services, employment practices, and budget allocations. In order to understand and meet the specific needs of all persons, City departments must have specific data on women and men, disaggregated by race and ethnicity. Where available, the data should include related categories of immigration status, language, sexual orientation, disability, age, and other status. If data does not exist, departments should review their collection and maintenance of data to adequately address the needs of all persons. This requires that department staff provide information related to key issues in each of the three areas of the department's work: services, employment and budget. This step in turn involves collecting information on the budgets for services and employment practices. These budget figures are then compiled in the budget section.

In addition, the department should collect relevant reports or studies that may be helpful in the process of completing this gender analysis. These may include those prepared by the department as well as by the communities served by the department.

Timeline: During February, COSW staff will conduct orientation sessions with members of the staff of each department. This orientation will include:

- (1) An introduction to the terms and concepts necessary for a gender analysis;
- (2) The process and timeline of using the gender analysis guidelines; and
- (3) Data collection techniques (qualitative & quantitative) and next steps.

Following this orientation, each department will begin to collect the necessary data. During March and April, data collection will continue, and will require conducting surveys and/or focus groups to gather information about the needs of employees and clients. All data collection should be completed by the end of April. Staff from the COSW will be available throughout for assistance.

STEP 2: Conducting the Gender Analysis

The aim of the second step is to understand and analyze how gender is integrated into the day-to-day operations of the department, and its impact on the department's employees

and communities served. During this step, the department also analyzes the needs of all persons to ensure that they are being met.

Timeline: During March and April, while department staff are completing the data collection phase, COSW staff will conduct training in human rights with a gender perspective to prepare departments to conduct analysis using CEDAW principles. Department staff will begin to analyze the data collected using a human rights approach, and will begin drafting a report. COSW staff will work with departments to assist with both analysis and further data collection.

The CEDAW Task Force members may also supplement information gathered with additional interviews from management staff, members of unions, and community groups to assist them in their own analysis of the report.

STEP 3: Formulating Recommendations

The third step calls for department staff to make specific recommendations to remedy gender inequities uncovered in Steps 1 and 2. Recommendations could include revising, expanding, or creating mechanisms to promote gender equality and equity. Each recommendation should include specific steps to be taken and with whom, potential financial and human resources needs, and a timeframe to implement these changes. These recommendations will cover any improvements or changes to better include gender in the formulation of policy and programs for both employees and clients.

Timeline: During May, departments will continue analyzing the collected information using a human rights approach, and will draft a report that includes their recommendations. A draft of the completed analysis and responses to the guidelines should be sent to the COSW by May 15, 2000 at the latest.

Each individual department will give its draft gender analysis to its own department's Commission (or other public body) and ask that the report be placed as an agenda item for the next public meeting. Each department will then solicit members of the public to comment on the results. CEDAW Task Force members will also perform outreach to the community for public input.

The CEDAW Task Force will review and analyze the gender analyses and make its own recommendations for measures to correct the deficiencies identified in the gender analyses, and will also make any other recommendations for implementing the principles of CEDAW.

A final draft of the report incorporating departmental analysis, recommendations, public comment, and CEDAW Task Force recommendations will be completed by the Department by the end of the fiscal year, June 30, 2000 (goal). This report is given to the Mayor, the Board of Supervisors and Commission.

Step 4. Implementation of Recommendations and Action Plan

The fourth step reviews the Department's recommendations, the CEDAW Task Force recommendations, and the best practices of each department, and then develops an Action Plan for implementation. COSW staff will work with department staff to then develop a "best practices" action plan to implement recommendations. The Action Plan is given to the Board of Supervisors for a public hearing.

Timeline: The action plan will be completed by the end of September 2000.

Step 5. Monitoring the Action Plan and CEDAW Implementation.

The CEDAW Task Force will set a schedule for monitoring the implementation of CEDAW and Action Plans of each Department



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Wednesday, February 23, 2000

2:00 p.m.

**CITY HALL, #1 Dr. Carlton B. Goodlett Place
Room 421**

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Esther Velonza at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

DOCUMENTS DEPT.

2. ADOPTION OF AGENDA

FEB 18 2000

3. ADOPTION OF MINUTES

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♦ Minutes of meeting on January 26, 2000

♦ Minutes of retreat on January 13, 2000

4. NEW BUSINESS

♦ **DISCUSSION ITEM:** Review of orientation of new Departments to gender analysis guidelines (Step One). Discussion of CEDAW Task Force "tasks" under gender analysis guidelines.

♦ **ACTION/DISCUSSION ITEM:** Budget strategy. Appointing of subcommittee.

- ♦ **ACTION/DISCUSSION ITEM:** Review of remaining items from retreat agenda. Determine next steps.
- ♦ **DISCUSSION ITEM:** Monitoring of the Department of Public Works and Juvenile Probation implementation of recommendations.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

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UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – FEBRUARY 23, 2000

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

MAR - 8 2000

- ◆ The meeting was called to order and introductions were made.

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MEMBERS PRESENT

Dorothy Yee
Sandra Ruiz
Emily Murase
Pansy Waller
Myrna Lopez

STAFF PRESENT

Ann Lehman, COSW
Bonita Banducci, COSW
Holly Friel, COSW

Public

Natalie Britton, Aide to
Supervisor Kaufman

- ### 2. ADOPTION OF AGENDA/MINUTES
- The minutes and agenda were not adopted since no quorum was present. Discussion only followed.

3. NEW BUSINESS

- ◆ **DISCUSSION ITEM: Review of orientation of new Departments to gender analysis guidelines (Step One). Discussion of CEDAW Task Force "tasks" under gender analysis guidelines.** Ann Lehman informed the Task Force that both the Art Commission and the Rent Board participated in an orientation session to review the overall gender and have now begun the data collection phase of the analysis. Both the Adult Probation and the Environment Commission have the guidelines but have not yet had an orientation session.
- ◆ **ACTION/DISCUSSION ITEM: Budget strategy.** Discussion of importance of maintaining sufficient budget for the CEDAW implementation. Krishanti Dharmaraj volunteered to be point person on budget strategy. Myrna Lopez stated she would be available to answer budget-related questions.
- ◆ **ACTION/DISCUSSION ITEM: Review of remaining items from retreat agenda. Determine next steps.** Discussion of the possibility of WILD planning

an additional retreat sometime during the year. In the meantime, the TASK FORCE will take remaining agenda items from the January 13, 2000 retreat one at time at future TASK FORCE meetings as follows:

- ♦ **March** - What does "work toward implementing the principles of CEDAW in the private sector" mean? How best can we ensure public awareness of our work as we progress? How do we ensure sufficient funding to do all the work?
 - ♦ **April** - Audience & Community Voice (Who is our audience? Who is the community? What role should community voices have?)
 - ♦ **May** - How involved should we be with other cities/ efforts to implement CEDAW? Do we assist other jurisdictions? Is San Francisco simply a model? How, if at all, can we learn from what other jurisdictions have done? When/ how do we begin to "investigate the implementation of an integrated service plan for women and girls"?
-
- ♦ **DISCUSSION ITEM: Monitoring of the Department of Public Works and Juvenile Probation implementation of recommendations.** Ann Lehman reported that the *Department of Public Works* would attend and report to the Task Force in **March** and that the *Juvenile Probation Department* would report in **May**. The Task Force discussed monitoring and requested that staff prepare a complete list of recommendations that were made pursuant to the gender analysis of these two departments, with space for comments and distribute before each meeting. Task Force members would review and come prepared with questions for each department. The review of the implementation of the recommendations could be part of the progress report that is given to the Mayor and Board of Supervisors every six months.

4. PUBLIC COMMENT

- ♦ Included in discussions above.

5. ANNOUNCEMENTS

- ♦ Sandra Ruiz reported she is leaving Supervisor's Ammiano office and will be replaced by Angela Calvillo.
- ♦ Ann Lehman introduced Bonita Banducci, who was hired by COSW, to lead the focus groups for the departments' gender analysis and Holly Friel, who is interning with the COSW and assisting with CEDAW.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Wednesday, March 22, 2000
3:00 p.m.

CITY HALL, #1 Dr. Carlton B. Goodlett Place
Room 82

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ♦ Minutes of meeting on January 26, 2000
- ♦ Minutes of retreat on January 13, 2000
- ♦ Discussion minutes of February 23, 2000

4. NEW BUSINESS

- ♦ **DISCUSSION ITEM:** Department of Public Works report on progress of implementation of recommendations. Monitoring of progress by Task Force. Next steps.

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- ♦ **DISCUSSION ITEM:** Update on new departments' gender analysis progress and review of guidelines.
- ♦ **DISCUSSION/ACTION ITEM:** Gender Analysis timeline.
- ♦ **ACTION/DISCUSSION ITEM:**
 1. What does "work toward implementing the principles of CEDAW in the private sector" mean?
 2. How best can we ensure public awareness of our work as we progress?
 3. How do we ensure sufficient funding to do all the work?

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

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Cedaw Gender Analysis Recommendations
Department of Public Works

MAR 17 2000

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March 2000

DPW RECOMMENDATIONS ¹	CEDAW TASKFORCE RECOMMENDATIONS ²	DPW BUDGET ALLOCATION & SOURCE	DPW TIMETABLE	SAN FRANCISCO PUBLIC LIBRARY COMMENTS
SERVICES				
Greater awareness of issues that are critical to women and girls in the built environment. <ul style="list-style-type: none"> Provide training to architects and engineers practical ways to ensure safety for women and girls within buildings as well as on streets and parks. 	Integrate gender into the customer service approach. <ul style="list-style-type: none"> Integrate gender into the Department's customer service approach. Conduct focus groups with women and men to assess service needs and impact. 	\$10,000-\$20,000 Start Grant	Three month period after funding is in place.	
Increase awareness in the built environment through training. <ul style="list-style-type: none"> Specific design training on how to accomplish issues that are critical to women. Make women's issues a part of the normal project review process. 	Train staff in each Bureau on how to integrate gender into daily operations. <ul style="list-style-type: none"> Train staff to institutionalize gender analysis into the project review process, integrating the needs of men and women as they relate to the specific services provided by each bureau. 			

¹ DPW Recommendations, Budget Allocation & Source, and Timeline information are from Department of Public Works Gender Analysis materials, submitted to the San Francisco Commission on the Status of Women, July 1999.

² CEDAW Taskforce Recommendations are from *A Gender Analysis: Implementing the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)*. November, 1999. A Report of the San Francisco Commission on the Status of Women & The CEDAW Taskforce. Presented to the San Francisco Board of Supervisors in November 1999.

DPW RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	DPW BUDGET ALLOCATION & SOURCE	DPW TIMETABLE	COMMENTS
<p>Provide improved walking surfaces on City pedestrian walking surfaces and stairs to aid women who wear high heels and to improve traction for strollers and wheelchairs.</p> <ul style="list-style-type: none"> Records search and field surveys to determine City problem areas. Consult with other Departments and the public as required to develop alternative solutions Propose design documents. Do construction work. <p>EMPLOYMENT</p>		To be determined. General Fund	Start FY2001	
<p>Hire more women engineers and landscape architects.</p> <ul style="list-style-type: none"> Targeted recruitment of women engineers and landscape architectures (e.g. hire recruiters) Increase networking through providing more opportunities for attendance at professional conferences. 	<p>Enhance recruitment and professional development.</p> <ul style="list-style-type: none"> Conduct focus groups across all bureaus to gather need and concerns of employees on employment practices such as recruitment practices, professional development opportunities, and the evaluation and promotion processes. 	To be determined. General Fund.	Start FY2001	

DPW RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	DPW BUDGET ALLOCATION & SOURCE	DPW TIMETABLE	COMMENTS
<ul style="list-style-type: none"> Provide staff time for monitoring of middle school and high school female students 	<ul style="list-style-type: none"> Implement the department's five-year recruitment plan. Expand training and recruitment for underrepresented groups, with particular attention to recruiting tradeswomen, in concert with unions and community groups. Expand the current internship and apprenticeship programs, such as "Project Pull," with human and financial resources. Expand employees' professional development by creating more formalized training. 			
<p>Regular review of training and the opportunities available to employees that support women in nontraditional employment and assist men to work better with women in the workforce.</p>	<p>Ensure equal opportunity for all</p> <ul style="list-style-type: none"> Continue mandatory gender and diversity training, including sexual harassment training, for all employees. 	<p>To be determined. Annual Budget</p>	<p>Begin development of plan in FY 99-00. Expand training as future budget permits.</p>	

DPW RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	DPW BUDGET ALLOCATION & SOURCE	DPW TIMETABLE	COMMENTS
<ul style="list-style-type: none"> DPW Training and Development staff could visit once a year at general Bureau of Street Environmental Services safety meetings to inform employees of training opportunities. 				
Increase recruitment of women in Bureau of Street and Sewer Repair. <ul style="list-style-type: none"> Attract more women to the exams for field crew classifications and support them in the workplace after hiring. 		To be determined. Annual Budget.	FY 99-00 or as exams occur.	
Hire and keep qualified women/minorities in the craft shops. <ul style="list-style-type: none"> Encourage women/minorities to enlist in apprenticeship programs; provide training and education for future advancement. 		To be determined. Work order funds.	As Citywide apprenticeship efforts are formalized.	
	Conduct Human Rights Training With a Gender Perspective <ul style="list-style-type: none"> Train employees on human rights issues with a gender perspective. Incorporate the definition of 			

DPW RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	DPW BUDGET ALLOCATION & SOURCE	DPW TIMETABLE	COMMENTS
	<p>Discrimination contained in the CEDAW Ordinance into the department's training. This will enable employees to recognize gender differences among all, from coworkers to clients.</p>			
	<p>Collect and analyze disaggregated data.</p> <ul style="list-style-type: none"> Expand data collection on workforce composition, employment practices, and client demographics. Collect current San Francisco Bay Area Labor Market availability data for all occupational categories represented in the department's current or anticipated workforce. Maintain gender and other disaggregated data to track participants' careers with the department to ensure that internship and apprenticeship programs provide equal opportunities for women and candidates from other historically underrepresented groups. 			

DPW RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	DPW BUDGET ALLOCATION & SOURCE	DPW TIMETABLE	COMMENTS
	<ul style="list-style-type: none"> ▪ and mentoring opportunities. ▪ Implement the performance review process on career advancement. ▪ Expand the “Women Engineers’ Caucus” by publicizing it to all employees and by creating similar programs throughout the Department. 			
	<p>Create a more family-friendly work environment</p> <ul style="list-style-type: none"> ▪ Conduct focus groups across all bureaus to gather need and concerns of employees on employment practices such as family leave, family care needs, flexible work options, and health and safety needs. Respond to the above needs with expanded family friendly practices, such as creating and promoting flexible work options, initiating a childcare and elder care information and referral program, and improving safety. 			

DPW RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	DPW BUDGET ALLOCATION & SOURCE	DPW TIMETABLE	COMMENTS
BUDGET	<p>Conduct Annual Gender Analysis of Budget</p> <ul style="list-style-type: none"> Conduct an annual gender analysis of the Department's budget. <p>Assess the Department's annual budget for general services, gender specific services for women, and gender specific services for men. Develop an action plan that includes the department's detailed budget for that fiscal year, and its budgetary commitment to improving equity for women for that fiscal year.</p>			



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

APR 19 2000

CEDAW TASK FORCE

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CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL
IMPLEMENTATION OF THE UNITED NATIONS CONVENTION ON THE
ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

Minutes – March 22, 2000

1. CALL TO ORDER/ROLL CALL

The meeting was called to order by Chair Emily Murase and introductions were made.

MEMBERS PRESENT

Dorothy Yee
Myrna Lopez
Emily Murase
Pansy Waller
Ken Theisen

STAFF PRESENT

Ann Lehman, COSW
Bonita Banducci, COSW
Holly Friel, COSW

Public

Natalie Britton, *Aide*
Supervisor Kaufman
Jim Horan, DPW
Anne Godfrey, DPW
Andrea Rodriguez

2. ADOPTION OF AGENDA/MINUTES A motion by Ken Theisen, with 2nd by Myrna Lopez passed unanimously to adopt the minutes of meeting on January 26, January 13, and February 23, 2000.

3. NEW BUSINESS

- ◆ **DISCUSSION ITEM: Department of Public Works (DPW) report on progress of implementation of recommendations. Monitoring of progress by Task Force.** Jim Horan and Anne Godfrey reported on progress DPW had made towards implementation of gender analysis recommendations. A more detailed annotation on each recommendation is attached. In summary, a very successful mentorship program for women engineers was implemented, work on recruitment efforts is still needed, and some progress towards flexible work options has begun.
- ◆ **DISCUSSION ITEM: Update on new departments' gender analysis progress and review of guidelines.** Each of the four new departments (Adult Probation, Art Commission, Environment Department and Rent Board) has been given an

orientation session for the start of the gender analysis and three of the four (except Environment) attended a session on focus groups. The guidelines are almost completed (thanks to the guidelines group – Myrna Lopez, Youmna, Dorothy with feedback from Robin Levi and Emily Murase) and the human rights workshops will be conducted by WILD on April 11 & 13th (9-Noon) for all four departments.

- ◆ **DISCUSSION/ACTION ITEM: Gender Analysis timeline.** A motion by Ken Theisen, with 2nd by Myrna Lopez passed unanimously to adopt the following time line for the above mentioned four departments' Gender Analysis. Step One (data collection) completion goal April 30, 2000, Step Two (analysis) completion goal June 15, 2000, Step Three (recommendations) completion goal August, 2000, Step Four (action plan) completion goal by October, 2000 and Step Five (monitoring) continuously through 2002 (duration of Task Force). See attached flowchart.
- ◆ **ACTION/DISCUSSION ITEM:** What does "work toward implementing the principles of CEDAW in the private sector" mean? How best can we ensure public awareness of our work as we progress? How do we ensure sufficient funding to do all the work? *Due to time limitations and a lack of community representatives the above retreat items were postponed until April's Task Force meeting.*

PUBLIC COMMENT

- ◆ Included in discussions above.

ANNOUNCEMENTS

- ◆ Ann Lehman announced that COSW is sponsoring women who make a difference awards program 2000 and passed out nomination forms. the deadline for nominations is April 17, 2000 and the form is available on COSW's website <http://www.ci.sf.ca.us>.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Wednesday, APRIL 26, 2000
3:00 p.m.

CITY HALL, #1 Dr. Carlton B. Goodlett Place
Room 82

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

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3. ADOPTION OF MINUTES

APR 19 2000

- ◆ Minutes of meeting on March 22, 2000

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4. NEW BUSINESS

- ◆ DISCUSSION/POSSIBLE ACTION ITEM: Department of Environment to make a presentation to the CEDAW Task Force requesting permission to extend the deadlines for doing the Gender Analysis in fiscal year '99-'00.
- ◆ DISCUSSION/ACTION ITEM: CEDAW Task Force meeting schedule. Discuss/act on feasibility of rescheduling monthly meeting to a different weekday, time.

- ◆ **ACTION ITEM: Progress Report to the Mayor and Board of Supervisors**

5. OLD BUSINESS

- ◆ **DISCUSSION ITEM: Update on new departments' gender analysis progress.**
- ◆ **DISCUSSION ITEM: Department of Public Works report on progress of implementation of recommendations. Continue monitoring of progress by Task Force. Next steps.**
- ◆ **ACTION/DISCUSSION ITEM:**
 1. What does "work toward implementing the principles of CEDAW in the private sector" mean?
 2. How best can we ensure public awareness of our work as we progress?
 3. How do we ensure sufficient funding to do all the work?

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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CEDAW TASK FORCE

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CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES – APRIL 26, 2000

1. CALL TO ORDER/ROLL CALL

The meeting was called to order by Chair Emily Murase and introductions were made.

MEMBERS PRESENT

Dorothy Yee
Robin Levi
Emily Murase
Pansy Waller
Ken Theisen
Angela Calvillo

STAFF PRESENT

Ann Lehman, COSW
Bonita Banducci, COSW
Holly Friel, COSW

Public

Natalie Britton, *Aide*
Supervisor Kaufman
Ray Cabezas,
Rent Board

2. ADOPTION OF AGENDA A motion by Ken Theisen, with 2nd by Robin Levi passed unanimously to adopt the agenda of meeting on April 26, 2000.

3. ADOPTION OF MINUTES A motion by Dorothy Yee, with 2nd by Ken Theisen passed unanimously to adopt the minutes of meeting on March 22, 2000.

4. NEW BUSINESS

- ◆ **DISCUSSION ITEM:** Ann Lehman presented a letter from the Commission on the Environment (see attached) in which they reiterated their support for the gender analysis for fiscal year '99-'00 and stated the intention to begin to implement the guidelines.
- ◆ **DISCUSSION ITEM/ACTION ITEM:** CEDAW Task Force meeting schedule was discussed. May's meeting will remain on May 24, 2000 at 3 p.m.. However, staff will check with Youmna Chlala to see what days/mornings work best for the representative from Amnesty International. June's meeting was changed to Thursday morning 10 a.m.-12 p.m. on June 22, 2000. Further meetings dates will be discussed at next the Task Force meeting.
- ◆ **ACTION ITEM:** Progress Report to the Mayor and Board of Supervisors was reviewed and passed unanimously. See attached report.

5. OLD BUSINESS

- ◆ **DISCUSSION ITEM:** Update on new departments' gender analysis progress. Ann Lehman informed the Task Force that a good part of the data collection is almost completed. Since the Task Force meeting in March, the Adult Probation Department, Art Commission, and Rent Board have all participated in Human Rights Training workshops led by WILD with COSW staff. A summary of the training and evaluations will be given at the next meeting. The departments need assistance in organizing community groups for focus groups. Bonita Banducci reported she has begun to facilitate focus groups starting with the Art Commission. She asked the Task Force to let her know about community groups that deal with the current four departments.
- ◆ **DISCUSSION ITEM:** Possible conflicting resources regarding follow-up with departments who have completed the gender analyses and progress with departments currently undergoing the gender analyses was discussed. A need for greater focus on services and budgets was discussed.
- ◆ **DISCUSSION ITEM:** Robin Levi was asked to present to the Task Force on history of human rights and CEDAW and the detailed definition of human rights. Robin agreed to present to the Task Force for the June meeting.
- ◆ **ACTION/DISCUSSION ITEM:** Next steps for monitoring. The Task Force discussed and the following outlines the draft framework for monitoring of departments that underwent the gender analysis. Each Task Force member will select two departments that they would like to follow-up with for monitoring.

Timeframe	Task
At least 6 weeks before	Department receives evaluation criteria for the Progress Report.
At least 3 weeks before	Department submits written Progress Report based on the evaluation criteria to CEDAW Task Force.
At least 2 weeks before	The Task Force submits written questions about the progress report to the Department
	Department presents the Progress Report to the Task Force, with particular attention to questions raised by the Task Force.
Within 3 weeks after	Task Force representatives meet with the Department leadership to follow up on the Progress Report

*Draft. Subject to approval of Task Force.

♦ **ACTION/DISCUSSION ITEM:**

- 1.) What does "work toward implementing the principles of CEDAW in the private sector" mean? The Task Force decided to wait until next year to discuss this issue as current resources are taken up with the six departments undergoing (or who have undergone) gender analysis. The Swedish model of working with both government agencies and private companies undergoing gender analysis was a good idea for the future.
- 2.) How best can we ensure public awareness of our work as we progress? Many ideas were discussed....op ed pieces, speakers bureaus, press releases; resources are an issue. A motion by Robin, with 2nd by Dorothy passed unanimously to improve public awareness and designate Ken Theisen as the point person on media for public awareness. Other Task Force members agreed to work on media with him.
- 3.) How do we ensure sufficient funding to do all the work? Since our Budget Analyst representative was not in attendance this item was postponed for further discussion.

6. PUBLIC COMMENT

Included in discussions above.

7. ANNOUNCEMENTS

- 1.) COSW is having a hearing on Sexual Harassment in the SF School Unified School District tonight at its Commission meeting.
- 2.) Longtime participant in the CEDAW Task Force representing Supervisor Barbara Kaufman Natalie Britton announced that she will embark on graduate work at the :Lyndon B. Johnson Public Policy School at the University of Texas at Austin beginning this summer. The Task Force thanked her for her many hours of service on CEDAW. She stated that her successor will continue to participate in Task Force meetings.





City & County of San Francisco Commission on the Status of Women

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(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Wednesday, May 24, 2000
3:00 p.m.

CITY HALL, #1 Dr. Carlton B. Goodlett Place
Room 82

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1. CALL TO ORDER/ROLL CALL
2. ADOPTION OF AGENDA
3. ADOPTION OF MINUTES

♦ Minutes of meeting on April 26, 2000

4. NEW BUSINESS

- ♦ **DISCUSSION ITEM:** Juvenile Probation Department report on progress of implementation of recommendations. Monitoring of progress by Task Force.
- ♦ **DISCUSSION/POSSIBLE ACTION ITEM:** Department of Environment to make a presentation to the CEDAW Task Force requesting permission to extend the deadlines or postpone doing the Gender Analysis.

5. OLD BUSINESS

- ◆ **DISCUSSION/ACTION ITEM: CEDAW Task Force meeting schedule.**
Reschedule monthly meeting to a different weekday, time.
- ◆ **DISCUSSION ITEM: Update on new departments' gender analysis progress and report on human rights trainings.**
- ◆ **DISCUSSION ITEM/ACTION ITEM: MODEL FOR TASK FORCE MONITORING**
- ◆ **ACTION/DISCUSSION ITEM:**
 1. Update on public awareness work?
 2. How do we ensure sufficient funding to do all the work?
 3. Brainstorm issues to discuss at next few meetings on planning for next year (e.g., more department gender analysis, changes in gender analyses procedures, focus on specific city-wide issues [data collection, family friendly policies, recruitment], gender analysis of city-wide contracts [budget issue], girls coordinated services)

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

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CEDAW GENDER ANALYSIS JUVENILE PROBATION DEPARTMENT RECOMMENDATIONS

JPD RECOMMENDATIONS ¹	CEDAW TASKFORCE RECOMMENDATIONS ²	JPD BUDGET ALLOCATION & SOURCE	JPD TIMETABLE	COMMENTS
EMPLOYMENT Establish a training curriculum for staff involved in the recruitment process to be sensitive to issues of discrimination. This training will identify measurable indicators to determine its efficacy and expected outcomes. This training could be the basis for a department-wide effort to educate staff on the issues of gender equity and equality. <ul style="list-style-type: none"> Work with EEO and MEDD to develop a core-training curriculum that fully addresses issues of discrimination and the existing laws and policies regarding this subject. Associate intensity of training with position responsibilities. Pilot core training curriculum and adjust as warranted. Fully implement training as appropriate. 	Conduct Comprehensive Human Rights Training for all Staff. <ul style="list-style-type: none"> Train employees on human rights issues with a gender perspective. Incorporate the definition of discrimination contained in the CEDAW Ordinance into the Department's training. This will enable employees to recognize gender differences among everyone involved in the juvenile justice system, from coworkers to clients. 	To be determined.	Possibly over the next calendar year.	

¹ JPD Recommendations, Budget, and Timeline information are from Juvenile Probation Department gender analysis materials, July 1999.

² CEDAW Taskforce Recommendations are from "A Gender Analysis: Implementing the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)." A report of the San Francisco Commission on the Status of Women & CEDAW Task Force, November 1999.

JPD RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	JPD BUDGET ALLOCATION & SOURCE	JPD TIMETABLE	COMMENTS
<p>Implement the department's affirmative action plan to ensure parity in the workforce. The plan will fully identify the department's workforce composition by class, by gender, and by EEO category. Additionally, the plan will pinpoint areas where the department can do a better job in recruiting.</p> <ul style="list-style-type: none"> Present the plan to the Department of Human Resources (DHR). Fully implement recruitment strategy; (see recommendation 3). Enlist members from under representative communities via CBOs for recruitment assistance and use other marketing media as appropriate. Track recruitment statistics to determine efficacy of recruitment efforts. Adjust recruitment strategy as indicated by the Affirmative Action Plan. 	<p>Collect and Analyze Disaggregated Data</p> <ul style="list-style-type: none"> Expand data collection on workforce composition, employment practices, and client demographics. Data should be disaggregated by sex, race, ethnicity, verbal language fluency, sexual orientation, age, disability, parental status, and the criteria when possible. Collection of certain data (e.g., the sexual orientation, parental status, age) must be obtained legally and voluntarily. The confidentiality of respondents must be maintained. Collect current San Francisco Labor Market availability data for all occupational categories represented in the Department's current or anticipated workforce. 	<p>Approximately \$80,000 annually to fully implement plan. Funding source has yet to be identified, possibly from the general fund.</p>	<p>Complete Affirmative Action Plan by September 1999, with recommendations and implementation plan.</p> <p>Quarterly assessment of recruitment strategy and progress toward identified goals.</p>	
	<p>Expand Recruitment Programs</p> <ul style="list-style-type: none"> Implement the proposed recruitment program through an action plan including staffing and training. Expand focus groups to all divisions to gather the concerns of employees, respecting employee confidentiality. Facilitate discussions of recruitment practices, professional development, and the grievance process. 	To be determined.	To be determined.	

JPD RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	JPD BUDGET ALLOCATION & SOURCE	JPD TIMETABLE	COMMENTS
<p>Develop a plan to successfully recruit qualified candidates in under represented groups. It should focus on successfully recruiting women for non-traditional positions such as engineer and utility worker and other classifications. This may be accomplished by working with EEO and individual unions to explore the possibility of creating mentorship and/or apprenticeship programs.</p> <ul style="list-style-type: none"> Develop an intern, mentorship program with a community outreach component. Utilize CBOs resource to engage targeted groups. Set recruitment goals and means to measure them. 				
	<p>Create a More Family-Friendly Work Environment</p> <ul style="list-style-type: none"> Expand flexible work options in light of expressed employee concerns. Include discussions with families of youth served, unions, and staff. Expand focus groups to all divisions to gather concerns of employees, respecting employee confidentiality. Facilitate discussions of family leave, childcare and elder care needs, work options, and health and safety needs. 			

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JPD RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	JPD BUDGET ALLOCATION & SOURCE	JPD TIMETABLE	COMMENTS
SERVICES				
Gender specific placement facility (15 capacity)	<p>Study the Viability of Establishing an On-Site Girls' Unit</p> <ul style="list-style-type: none"> Examine the viability of establishing an on-site girls' unit staffed by a small group of intake officers, probation officers, counselors and other staff who would be trained to work exclusively with young women. In particular, identify the benefits of this gender specific model to girls. This examination should solicit community and client input. 	<p>To be determined. Possible sources of funding include Federal/State/Local/Private funding, corporation/Victims of crime compensation.</p>	5 years	
Enhanced mental health services for girls detained in Juvenile Hall.	<p>Provide Gender-Specific Mental Health Assessment and Services</p> <ul style="list-style-type: none"> Expand mental health services for detained girls by including counseling with a focus on improving life skills, additional case management, expanded referrals to appropriate agencies, and providing female mentors as role models. Provide specialized gender training for all peer mentors, counselors, and other service providers – male or female – so that they may provide effective gender specific services. 	<p>To be determined. Possible funding sources include TANF, Corporate grants, General Fund.</p>		
<ul style="list-style-type: none"> Additional, one-on-one gender focus counseling and emotional support for girls focusing on improving lifeskills, additional case management, and added referrals to appropriate agencies. Providing female mentors, to provide role models. Female mentors will establish lasting communications and contacts with the girls they mentor for periods up to five years following the release of the girls from Juvenile Hall. 				

JPD RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	JPD BUDGET ALLOCATION & SOURCE	JPD TIMETABLE	COMMENTS
	<ul style="list-style-type: none"> Provide gender specific counseling for young women and girls about aftercare and transitional services including housing, counseling, life skills and self esteem development, health care (including reproductive health), education, job skills training, and job placement assistance. At minimum, young women need viable, safe options for housing and paid employment. 			
BUDGET				
The Department should examine the feasibility of routinely identifying and tracking our on-going expenditures for staff and client services by gender.	<p>Conduct Annual Gender Analysis of Budget</p> <ul style="list-style-type: none"> Conduct an annual gender analysis of the Department's budget. Assess the Department's annual budget for general services, gender specific services for girls, and gender specific services for boys. Develop an action plan that includes the department's detailed budget for that fiscal year, and its budgetary commitment to improving equity for girls for that fiscal year. 	Existing resources.	This fiscal year.	
The Department should consistently maintain and up-date as appropriate our Affirmative Action Plan data.		Would require little or no additional funding or staffing resource.	To coincide with the development and implementation of Department's Affirmative Action Plan, to be completed by or before September 1, 1999.	

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JPD RECOMMENDATIONS	CEDAW TASKFORCE RECOMMENDATIONS	JPD BUDGET ALLOCATION & SOURCE	JPD TIMETABLE	COMMENTS
<p>Partnership in the coordination of service providers working with gender specific programs for girls.</p> <ul style="list-style-type: none"> Work with existing networks of service providers to better integrate and coordinate service delivery for young women and girls in San Francisco communities. 	<p>Provide Additional Gender-Specific Services for Young Women and Girls</p> <ul style="list-style-type: none"> Expand and/or redesign gender specific services for mental health, sexual assault, domestic violence, parenting and pregnancy prevention, delinquency prevention for at-risk girls, substance abuse prevention, education, and transition planning. Involve young women in the design of these services. 	<p>To be determined. TANF training budget.</p>	<p>2 years.</p>	



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL
IMPLEMENTATION OF THE UNITED NATIONS CONVENTION ON THE
ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

To: The Mayor, Board of Supervisors, & Commission on the Status of Women
From: Commissioner Emily Moto Murase, Chair, CEDAW Task Force DOCUMENTS DEPT.
Re: CEDAW TASK FORCE FOURTH PROGRESS REPORT MAY 18 2000
Date: May, 2000 SAN FRANCISCO
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Background

In April 1998, Mayor Willie Brown and the San Francisco Board of Supervisors enacted a local ordinance (No. 128-98) modeled on the UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW). This Ordinance made San Francisco the first city in the United States to support the implementation of the underlying principles of CEDAW on a local level. The Ordinance requires the City to ensure the protection of human rights, including the elimination of discrimination against women and girls and establishes a CEDAW Task Force to assist in its implementation. The Ordinance also requires periodic reports of our progress. This is the fourth report of the Task Force.

National and International Recognition

Since we last reported to you in November 1999 (upon completion of gender analyses at the Juvenile Probation Department and the Department of Public Works), our work has attracted much interest both nationally and internationally. Our website contains the full Gender Analysis report and guidelines (www.ci.sf.ca.us/cosw/cedaw/index.htm). San Francisco's Ordinance and implementation approach has become a model for applications of CEDAW around California, the United States, and the world.

- ❑ The recently released 144 page report "Learning From Experience: Lesson In Mainstreaming Equal Opportunities," published by the Governance of Scotland Forum of the University of Edinburg, devoted four pages to the San Francisco experience.
- ❑ The United Nations Development Fund for Women (UNIFEM) report "Bringing Equality Home: Implementing the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)" also includes a section dedicated to the San Francisco CEDAW Ordinance.

Gender Analysis Guideline Revisions & Process

Based on feedback from the first analysis, the Task Force and the Commission on the Status of Women have been working intensively to revise the gender analysis guidelines to make them more user friendly, practical, thought provoking, and specific to San Francisco. The first analysis proved to be extremely time intensive. Since the gender analysis requires departments to learn new ways of thinking, this is a process that cannot be rushed. We have extended the time period for each department to complete the analysis and incorporated many more discussion and trainings into the process.

Briefly, the analysis is now a five-step process:

Step One - *Data Collection*: Departments gather (quantitative) raw statistics and (qualitative) statements of employee and public concerns.

Step Two - *Analysis*: Departments evaluate the data from the point of view of human rights with a gender perspective.

Step Three - *Recommendations*: Departments develop specific ways to ensure the human rights of women and girls.

Step Four - *Action Plan and Timeline*: Departments create steps for implementing recommendations.

Step Five - *Monitoring*: The Task Force monitors progress.

Four New Departments to Undergo Gender Analysis

The Task Force selected the following departments to undergo gender analysis next:

- ❑ Adult Probation (chosen in part to follow up on the work already done at Juvenile Probation)
- ❑ Art Commission (chosen in part due to its educational programs for youth in San Francisco),
- ❑ Commission on the Environment (chosen in part because it is a new department)
- ❑ Rent Stabilization Board (chosen in part due to the importance of housing)

Each department has undergone an orientation session, as well as a training on focus groups and data collection. Three departments have been trained on human rights and been given technical assistance and guidelines to assist them in the gender analysis process. The Commission on the Environment has requested additional time and assistance due to their new and developing status and small staff. The Commission and the Task Force are meeting with this Department to work out a schedule and technical assistance as necessary to complete the analysis.

Progress Reports on Completed Gender Analyses

24/ The Department of Juvenile Probation will be reporting in May, 2000 on its progress in implementing the recommendations generated from the gender analysis. The Department of Public Works reported on its progress in March of 2000.

The Department of Public Works highlighted a model mentoring program developed for women engineers throughout the city. The project has had an incredible start attracting over seventy individuals to its first meeting and includes sixty plus mentors/mentees. Both women and men act as mentors. This is a model that others throughout the city can utilize providing more visibility as well as leadership development for women.

The Department has also instituted its first job share. The Department reported that it was not currently collecting data about who is, or is not, using flexible work options but that this information could be collected. Collecting this data, as recommended in the gender analysis report, would facilitate the analysis of whether these programs are successful and widely understood and valued. The Task Force encouraged the Department to follow up with employees using focus groups to determine their concerns and needs. The Commission on the Status of Women offered technical expertise in this area.

The Department needs to further expand its recruitment efforts as recommended in the analysis. The Department has yet to demonstrate an innovative or aggressive approach to recruiting women into the many nontraditional positions it offers. This should involve more than an expanded job notice list which the Department is currently implementing. Some options the department should explore are:

- ☐ training many more than one EEO officer in recruitment techniques (e.g., architects for recruiting architects, engineers for recruiting engineers, etc)
- ☐ aggressively participating in job fairs, attending college campuses to speak on careers opportunities
- ☐ working with union halls in a proactive manner
- ☐ expanding trainee possibilities
- ☐ increasing its profile in women's professional and trade organizations

The department reported that it is seeking a training grant from the State to teach staff how to integrate gender into its daily operations. The department will also need training on how to do a gender analysis of their budget.

The Commission on the Status of Women will continue to offer technical assistance for this effort. The Task Force will continue to monitor these developments.

Plans for the Future

The Task Force and staff at the COSW have been very busy with all of the above work. We however, looking forward to expanding public awareness of the work and the exciting

achievements that CEDAW in San Francisco has already accomplished. In particular we want others to understand that the San Francisco implementation of CEDAW's human rights principles are an innovative and proactive approach that deals with discrimination in a holistic and positive manner, rather than the more traditional complaint-driven reactive style of the past. We hope in the near future to begin to take our message and guidelines to the private sector and will be looking for partners in that endeavor. We would welcome your suggestions for forward thinking companies that may be interested in our work.



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UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES MAY 24, 2000

1. CALL TO ORDER/ROLL CALL

The meeting was called to order by Chair Emily Murase and introductions were made. The Task Force welcomed new member, Kelly Brown of OpNet, as the designee for Patti Chang in the area of employment and economics.

MEMBERS PRESENT

Myrna Lopez
Robin Levi
Emily Murase
Pansy Waller
Ken Theisen
Angela Calvillo
Kelly Brown

STAFF PRESENT

Ann Lehman, COSW
Holly Friel, COSW

Public

Natalie Britton, *Aide*
Supervisor Kaufman
Ray Cabezas,
Rent Board
Bonita Banducci
Francesca Vietor

2. ADOPTION OF AGENDA A motion by Ken Theisen, with 2nd by Robin Levi passed unanimously to adopt the agenda of meeting on May 24, 2000 with the order changed to begin with no action items until quorum was reached.

3. ADOPTION OF MINUTES A motion by Pansy Waller, with 2nd by Robin Levi passed unanimously to adopt the minutes of meeting on April 26, 2000.

4. NEW BUSINESS

- ◆ **DISCUSSION ITEM:** Juvenile Probation Department report on progress of implementation of recommendations. Monitoring of progress by Task Force. The Juvenile Probation Department was not able to be present at the meeting. Chair Emily Murase sent a letter requesting the Department to send a representative to the June meeting and to provide a written report to be distributed to Task Force members prior to the presentation. The Department's attendance in June has been confirmed.

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- ◆ **DISCUSSION/POSSIBLE ACTION ITEM:** The Department of Environment to make a presentation to the CEDAW Task Force requesting permission to extend the deadlines or postpone doing the Gender Analysis. Executive Director Francesca Vietor requested additional time to initiate the Gender Analysis due to her liaison's sudden departure and a complicated office move over the next few months. A motion by Ken Theisen, 2nd by Angela Calvillo to have the Environment Department start no later than September, 2000 was passed unanimously.

5. OLD BUSINESS

- ◆ **DISCUSSION ITEM:**

- 1.) Ann Lehman reported that three of the four Departments (Art, Rent, Adult Probation) were near completion of the data collection, except for the remaining focus groups. The Art Department and Rent Board have been trained in gender analysis guidelines and will be starting the analysis as soon as possible. Two of the eight scheduled focus groups have been completed. The response has been very positive, although the turnout for the employee groups has been low. A summary of the training comments and evaluations was handed out (see attached).
- 2.) The latest progress report is on our website
<http://www.ci.sf.ca.us/cosw/cedaw/index.htm>. Photos were taken of the Task Force to add visual images to our primarily text-based website.
- 3.) Ms. Lehman also reported she met with Anne Godfrey to follow up on some training issues with DPW. Anne Godfrey related that two women mentees (from the mentor program for women engineers) have been offered higher level positions with other departments.

- ◆ **DISCUSSION ITEM/ACTION ITEM:** The CEDAW Task Force meeting schedule was discussed. A motion was made by Ken Theisen, with 2nd by Pansy Waller, and unanimously supported, to adopt the following meeting dates:

Thursday, June 22, 2000, 10:00 a.m. – Noon
Room 82, City Hall

Thursday, July 20, 2000, 3:00 – 5:00 p.m. (third week)
Room 82, City Hall (Robin Levi to present on human rights.)

Tuesday, September 26, 2000, 11:30 a.m.-1:30 p.m. (brown bag lunch)
Room 82, City Hall

Wednesday, October 25, 2000, 3:00 – 5:00 p.m.
Room 82, City Hall

Wednesday, November 15, 2000, 3:00 – 5:00 p.m.(second week)
Room 82, City Hall

Wednesday, December 13, 2000, 3:00 – 5:00 p.m. (second week)
Room 82, City Hall

- ♦ **ACTION/DISCUSSION ITEM:** Robin Levi made a motion, 2nd by Angela Calvillo, and adopted unanimously, to pass the following monitoring schedule and procedures:

Timeframe	Task
At least 2 months before	Department receives evaluation criteria for the Progress Report.
At least 1 month before	Department submits written Progress Report based on the evaluation criteria to CEDAW Task Force.
At least 2 weeks before	The Task Force submits written questions about the progress report to the Department
CEDAW Task Force meeting	Department presents the Progress Report to the Task Force, with particular attention to questions raised by the Task Force.
Within 2 months weeks after	Task Force representatives meet with the Department leadership to follow up on the Progress Report

♦ **ACTION/DISCUSSION ITEM:**

- 1.) Update on public awareness work. Ken Theisen reported that a meeting of interested people for a discussion of public relations is scheduled at his office (50 Fell Street) on Tuesday, May 30th at 10:45 a.m. Angela Calvillo reported that Supervisor Ammiano could feature the work of the CEDAW Task Force on his ½ hour monthly radio show. The Task Force agree that July would be the best time to do this as it is the 20th anniversary of CEDAW. Ann Lehman reported on a discussion with a public relations person which focused on a possible newsworthy story about the two women mentees that were offered higher level positions.
- 2.) How do we ensure sufficient funding to do all the work? Ann Lehman reported that it looks as if we will have one staff person at COSW for CEDAW with no additional funding. A variety of funding ideas were discussed including grantwriting, cy pres funding (funding made available through class action law suits), and state/federal monies. The tradeoff between grant research and writing as opposed to working on CEDAW is an issue. Additional funding is needed to be able to offer Departments resources to do the gender analysis and needs assessment effectively. The Task Force supported the idea of recruiting year-long interns from local universities as well as law schools.

- 3.) Brainstorm issues to discuss at next few meetings on planning for next year. A variety of ideas were discussed. Including limiting the issues that Departments review in their analysis, looking at specific issues in a number of different departments, focusing on specific city-wide issues [data collection, family friendly policies, recruitment], doing a gender analysis of city-wide contracts [budget issue], planning for girls coordinated services. DISCUSSION OF THESE ISSUES WILL CONTINUE, HOWEVER, MEMBERS SHOULD COME PREPARED TO THE NEXT MEETING TO MAKE SOME DECISIONS.

5. PUBLIC COMMENT

Included in discussions above.

6. ANNOUNCEMENTS

- 1.) COSW is sponsoring the **National Association of Commissions for Women (NACW) Annual Convention** in San Francisco July 5-9, 2000.

- 2.) **The San Francisco Commission on the Status of Women 8th Annual *Women Who Make a Difference Awards*** event is being held in conjunction with the NACW Annual Convention on Thursday July 6, 2000. The honorees for this year are:

- ♦ **Patricia Chang**, The Women's Foundation - *Special Recognition* (CEDAW TASK FORCE MEMBER)
- ♦ **Belva Davis**, KRON – TV- *President's Award*
- ♦ **GirlGeeks.com** (accepted by Kristine Hanna, Co-founder) - *Business*
- ♦ **Catherine Muther**, The Women's Technology Cluster - *Individual*
- ♦ **Mara Rosales**, San Francisco International Airport - *Individual*
- ♦ **Cathrine Sneed**, The Garden Project – *Individual*

- 3.) The Task Force said goodbye to Natalie Britton, longtime participant in the CEDAW Task Force representing Supervisor Barbara Kaufman, who will be pursuing a graduate degree at the Lyndon B. Johnson School of Public Affairs. The Task Force thanked her for her many hours of service on CEDAW.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco CEDAW Task Force Meeting

Thursday, June 22, 2000

10 a.m.- Noon

**CITY HALL, #1 Dr. Carlton B. Goodlett Place
Room 82**

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

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2. ADOPTION OF AGENDA

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3. ADOPTION OF MINUTES

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- ♦ Minutes of meeting on April 26, 2000

4. OLD BUSINESS

- ♦ **DISCUSSION ITEM/ACTION ITEM: Juvenile Probation Department report on progress of implementation of recommendations. Monitoring of progress by Task Force.**
- ♦ **DISCUSSION ITEM: Update on departments' gender analysis progress and**
- ♦ **DISCUSSION ITEM/ACTION ITEM: Public Awareness Campaign**

- ◆ **ACTION/DISCUSSION ITEM:** Take action on prioritizing work for new fiscal year:
 - ◆ Public relations,
 - ◆ Limiting the issues that Departments review in their individual analysis, Specific issues in a number of different departments,
 - ◆ Focusing on specific city-wide issues [data collection, family friendly policies, recruitment],
 - ◆ Gender analysis of city-wide contracts [budget issue],
 - ◆ Planning for girls coordinated services.

5. PUBLIC COMMENT

6. ANNOUNCEMENTS

7. ADJOURNMENT

Know Your Rights Under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the peoples business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at 415-554-4851.

Attention: Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (SF Admin Code 16.520 - 16.534) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at 1390 Market Street #701, San Francisco, CA 94102, telephone (415) 554-9510, fax (415) 703-0121 and web site <http://www.ci.sf.ca.us/ethics>.



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UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES JUNE 22, 2000

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1. CALL TO ORDER/ROLL CALL

JUL 13 2000

The meeting was called to order by Chair Emily Murase and introductions were made.

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Task Force Members	COSW Staff	JPD Staff	Public
Ken Theisen	Ann Lehman	Gwen Tucker	Bonita Banducci
Patti Chang	Holly Friel	Sandra Brown-Richardson	
Kelly Brown		Cheyenne Bell	
Krishanti Dharmaraj			
Emily Moto Murase			
Pansy Waller			

2. ADOPTION OF AGENDA & ADOPTION OF MINUTES: No quorum was present we proceeded as an informational meeting.

3. OLD BUSINESS

**DISCUSSION ITEM/ACTION ITEM: Juvenile Probation Department
report on progress of implementation of recommendations.**

A. Employment

- The CEDAW Task Force recommended that the JPD conduct comprehensive human rights with a gender perspective trainings for all staff.*
All staff, including temporary and as needed staff, are trained on gender specific issues. JPD is in the process of negotiating a contract with a consultant to develop curriculum. JPD wants to include sexual orientation training in the gender specific issues trainings. JPD mentioned that the Board of Supervisors passed a resolution regarding sexual orientation trainings. JPD needs materials on this type of training for all staff. Funding source for this project needs to be determined.
- The CEDAW Task Force recommended that JPD collect and analyze disaggregated data.*
JPD explained the gender and racial demographics of job categories, which maintain traditional gender concentrations (e.g. very few women in the skilled craft and maintenance jobs). This area may benefit from expanding recruitment practices and mentoring programs, and working with other City departments including DPW.

JPD completed their affirmative action plan in September, 1999, and will update it in September, 2000.

- The CEDAW Task Force recommended that JPD expand recruitment efforts.*
JPD discussed the need to network with other City departments for recruitment

efforts. This may be a Department of Human Resources issue.

JPD has established designated staff, a Hispanic female, as Recruiter, and is expanding its recruitment efforts and outreach.

EEO Goals

- Outreach to schools, trade schools, junior colleges, Probation Department, women and minorities
- All interview panels have women and minority representation
- Training officer
- Move personnel office to more central location
- Packet
- Visual recruiting aids

JPD staff was asked if they had been using the welfare reform job training programs as a labor pool. JPD said this was an untapped resource.

- *Flexible and Family Friendly Policies*

JPD discussed their difficulty with flexible schedules. They have moved back to more rigid work schedules, as their previously flexible policy was only helping a select few employees and not the Department nor its clients. JPD would like more information on model flexible work programs.

JPD has not been able to successfully deal with childcare issues. Their new facility will have space that can eventually be used for childcare, but a specific childcare site is not being built into the facility. They discussed the problem with funding, as the Board of Corrections will not fund for childcare. They also discussed potential liability issues. JPD was referred to Amy Ackerman, Deputy City Attorney and member of the Women Lawyer's Alliance, to discuss that organization's successful efforts to fundraise and create childcare facilities at the courts. It was also mentioned that the Women's Building is creating two onsite childcare facilities at their building.

B. Services

- *The CEDAW Task Force recommended that JPD examine the viability of establishing an all-girls unit.*

JPD has piloted a project by assigning two probation officers to girls-only caseloads. They have used existing resources and reassigned caseloads. Each Officer has 30 girls. They are responsible for locating gender specific services. Girls-only caseloads are more challenging for the Officers because of the multitude of issues that young women face (histories of sexual abuse, involvement with older men, etc.) JPD mentioned "FIT," a model program on single-gender caseloads.

JPD explained that placement options for young women outside of Juvenile Hall are limited. The North American Family Institute, who has taken over the Delancey Street program will be creating a residential facility which will house thirty girls.

Through a workorder with the D.A. Office, Julie Posadas has just been assigned to act as Coordinator to work with the community based girls coalition. Among her responsibilities, Julie tracks each program that girls go through once they come to Juvenile Hall.

- *Youth Empowerment*

JPD mentioned a few examples of programs that have provided the youth with empowering experiences as well as providing positive public relations for the JPD. Among these were the Public Library Teen Center exhibit, and the Youth Community Expo.

- *Sexual Preference*

JPD discussed the issue of sexual preference, and the fact that youth are housed by gender, regardless of sexual orientation.

- ◆ *The CEDAW Task Force recommended that JPD expand gender-specific mental health assessment and services.*
JPD acknowledged the failure of the mental health system, and discussed the Project Impact grant funded by the Board of Corrections. With this grant, JPD will provide mental health assessments and services for youth. They have hired four assessors, a secretary, and supervisor for the program.
- *Evaluation Program*
JPD discussed a new outcome-based evaluation project to evaluate the types of intervention and programs they offer throughout their department. The evaluation helps develop tools that are specific to gender, ethnicity, and geographic location. This evaluation will help programs evaluate the appropriateness of programs for individuals, and if their needs are being met.

C. Budget

- *Need for permanent funding sources*
JPD expressed the need for permanent funding sources when TANF-funds expire in two years, so that they will be able to continue many of the gender-specific programs.
- *The CEDAW Task Force recommended that JPD provide additional gender-specific services for young women and girls.*
JPD has increased their funding of service providers for girls from \$40,000 and one service provider in 1997, to several CBO (community based organization) contracts in FY 99-00 that represents nearly \$800,000.
- *The CEDAW Task Force recommended that JPD conduct an annual gender analysis of their budget.*
JPD completed an assessment of gender specific services and related budget expenditures in May, 2000.

IV. CEDAW Task Force Notes

- When asked how the CEDAW gender analysis has helped the JPD, they responded that their commitment to analyzing gender and providing gender specific services had already been established prior to starting the gender analysis. However, CEDAW crystallized the process and caused the commitment to become a plan in a short structured time period. CEDAW made gender more of a priority than it had previously been.
 - The JPD needs political support and support from the Board of Supervisors to improve their public image in order to provide appropriate services to the youth they serve. The CEDAW Task Force can serve as an ally and advocate for the JPD, as a result of working together on CEDAW.
- ◆ **DISCUSSION ITEM: Update on departments' gender analysis progress.** Due to time this agenda item was not discussed.
 - ◆ **DISCUSSION ITEM/ACTION ITEM: Public Awareness Campaign.** Due to time this agenda item was not discussed, however, Ken and Emily agreed to work with Ann on an op-ed piece regarding the 20th Anniversary of the signing of CEDAW by President Jimmy Carter (July 17, 1980).
 - ◆ **ACTION/DISCUSSION ITEM: Take action on prioritizing work for new fiscal year: The following priorities were briefly discussed.** Chair Emily Murase asked that each member come prepared to focus on two or three priority areas at the next meeting and that those that can not make it discuss their opinions in advance with COSW staff: **2000-2001 CEDAW TASK FORCE WORK**

1. SIX GENDER ANALYSES IN VARIOUS STAGES

Completing, following up, and monitoring implementation for all six-department gender analyses will take time and focus.

2. PUBLIC RELATIONS WORK

The TASK FORCE voted to make this a priority. See attached chart for more specific actions.

3. TRAINING

Not all the members of the six departments have been trained in CEDAW's human rights approach with a gender perspective. In addition, others would benefit from this training.

4. BUDGET GENDER ANALYSIS OF CITY CONTRACTS

The City gives out millions of dollars each year in City Contracts. Many are for large construction projects, others for a variety of social services, and some for personal services. Staff has noted for years that there is a large disparity in amounts, depending on the department giving the contract, for what appear to be similar services. For instance, when COSW does a needs assessment for the entire city violence against women prevention programs it gets \$50,000. When the Airport does a needs assessment for a new runway its gets \$2,000,000. These examples may or may not be different but an analysis has never been done before.

5. FAMILY FRIENDLY POLICIES

The City is behind the more progressive private sector when it comes to having FF policies. There is the written policy, and then the reality. The attached survey is a draft of some questions that could be asked citywide as part of a gender analysis and CEDAW implementation.

6. DATA COLLECTION

The City has for years-collected data on its employees in a standardized manner that does not include disaggregated data. The gender analyses, thus far, have all suffered from this lack of data. There are some legal as well as political reasons that will need to be studied before this can change. A working group would need to work closely with the DHR as well as the City Attorney's office to begin the process of change. Disaggregated data should include the following categories: gender, race, immigration status, parental status, language, sexual orientation, disability, age, and other attributes in order to understand and meet the specific needs of all women and men.

7. RECRUITMENT & PROFESSIONAL DEVELOPMENT

The City is again behind the times when it comes to understanding recruitment efforts, especially in a tight market. This has been confirmed by the completed analyses. Efforts to change or improve have been minimal. While departments vary in their professional development efforts, this also has been an issue in the gender analysis. To get the City as a whole to change, a citywide effort will need to be started.

8. COORDINATION OF GIRLS SERVICES

The CEDAW statute calls for the coordination of girls' services. This has not yet been done. It would involve first surveying City departments to summarize what services are provided to girls, and then setting up a working group amongst top departments to coordinate how best not to duplicate but rather compliment what is being provided.

9. REVISION & UPDATING OF CEDAW STATUTE

The CEDAW statute was drafted a number of years ago and is due to sunset in 2002. A number of issues have arisen as to membership, quorum and tasks that need revising.

5. PUBLIC COMMENT

Included in discussions above.

6. ANNOUNCEMENTS

Holly Friel, COSW CEDAW Intern will be replacing Natalie Britton as aide to Supervisor Barbara Kaufman.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570

FAX (415) 252-2575

Sonia Melara, Executive Director

DOCUMENTS DEPT.

City and County of San Francisco

CEDAW Task Force Meeting

JUL 13 2000

Thursday, JULY 20, 2000

SAN FRANCISCO
PUBLIC LIBRARY

3-5 p.m., CITY HALL,

#1 Dr. Carlton B. Goodlett Place. Room 82

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ◆ Minutes of meeting on May 24 & June 22, 2000

4. NEW BUSINESS

- ◆ **DISCUSSION ITEM:** Presentation by Task Force member Robin Levi on the History of CEDAW.

5. OLD BUSINESS

- ◆ **DISCUSSION ITEM:** Update on departments' gender analysis progress and
- ◆ **DISCUSSION ITEM/ACTION ITEM:** Public Awareness Campaign

- ◆ **ACTION ITEM: Take action on prioritizing work for new fiscal 2000-2001 CEDAW TASK FORCE WORK:**

1. **SIX GENDER ANALYSES IN VARIOUS STAGES**
2. **PUBLIC RELATIONS WORK**
3. **TRAINING**
4. **BUDGET GENDER ANALYSIS OF CITY CONTRACT**
5. **FAMILY FRIENDLY POLICIES**
6. **DATA COLLECTION**
7. **RECRUITMENT & PROFESSIONAL DEVELOPMENT**
8. **COORDINATION OF GIRLS SERVICES**
9. **REVISION & UPDATING OF CEDAW STATUTE**

5. **PUBLIC COMMENT**

6. **ANNOUNCEMENTS**

7. **ADJOURNMENT**

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

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City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570

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Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES JULY 20, 2000

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

SEP 27 2000

Chair Murase called the meeting to order and introductions were made.

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Task Force Members

Ken Theisen

Myrna Lopez

Emily Moto Murase

Robin Levi

Mary Gin Starkweather, representing the Human Rights Commission

COSW Staff

Ann Lehman

Latika Malkani

Public

Bonita Banducci

Holly Friel, Aide to Supervisor Kaufman

Sadhana Maya Cardozo

2. ADOPTION OF AGENDA & ADOPTION OF MINUTES:

A motion by Ken Theisen, with 2nd by Robin Levi, passed unanimously to adopt the agenda, and to approve the minutes of meetings on May 24 & June 22, 2000.

3. NEW BUSINESS

- ◆ **DISCUSSION ITEM: Presentation by Task Force member Robin Levi on the History of CEDAW.** Robin Levi of the Women's Institute for Leadership Development (WILD) gave a thorough historical review of CEDAW. A videotape and audiotape of this presentation is available at the Department on the Status of Women.

4. OLD BUSINESS

- ◆ **DISCUSSION ITEM: Update on departments' gender analysis progress.** The Arts Commission and Rent Board have completed Step 1 (data collection) and are working on Steps 2 & 3 (analysis and recommendations). Both the Arts Commission and the Rent Board have received the draft reports of focus groups conducted in late May and in early June with employees and community members. Adult Probation is collecting data, and has completed the focus groups for their employees and clients, but its written report is still in progress. The Commission on the Environment is scheduled to begin its analysis in September.

- ◆ **DISCUSSION ITEM/ACTION ITEM: Public Awareness Campaign.** The Campaign is off to a good start. Task Force Chair Emily Moto Murase, member Ken Theisen and staff Ann Lehman drafted an Opinion Editorial article on the twentieth anniversary of CEDAW's signing. The article emphasized local implementation of CEDAW. The Chronicle chose to use part of the article as the basis of an editorial on July 14, 2000, and the Daily Journal will run the full article on July 26, 2000 in both San Francisco and Los Angeles. Staff is also preparing a response to a SF Weekly article on girls in the juvenile justice system. The Task Force discussed continuing the campaign as part of our ongoing CEDAW work.
- ◆ **ACTION ITEM: Take action on prioritizing work for new fiscal year 2000-2001.** The Task Force discussed the following work areas, with each member presenting her or his concerns and priorities:

1. SIX GENDER ANALYSES IN VARIOUS STAGES & TRAINING

Completing, following up, and monitoring implementation for all six department gender analyses will take time and focus. Not all the members of the six departments have been trained in CEDAW's human rights approach with a gender perspective.

(The agenda item #2 Public Relations Campaign and #3 Training were folded into this #1 priority area.)

This will be our top priority.

4. BUDGET GENDER ANALYSIS OF CITY CONTRACTS

The City gives out millions of dollars each year in City contracts. Many are for large construction projects, others for a variety of social services, and some for personal services. For years, staff has noted a large disparity in amounts, depending on the department giving the contract, for what appear to be similar services. For instance, when COSW does a needs assessment for the entire city violence against women prevention programs it gets \$50,000. When the Airport does a needs assessment for a new runway it gets \$2,000,000. These examples may or may not be different but such an analysis has never been done.

It was agreed to do some initial investigation to see if this type of comparison were possible, i.e., would we be comparing apples to apples or apples to oranges?

5. FAMILY FRIENDLY POLICIES

The City falls behind the more progressive private sector concerning family friendly policies. Even where family friendly policies exist on paper, work culture is often hostile towards the implementation of these policies. Staff will (1) research best practices, and (2) draft a survey containing questions for a possible citywide gender analysis of family friendly employment policies.

This will be a priority area, especially since it has arisen in each gender analysis and would affect all city workers. A particular focus will be to ensure that both nonprofessional and professional workers have access to these policies.

6. DATA COLLECTION

For years, the City has collected data on its employees in a standardized manner that does not include disaggregated data (other than gender and race/ethnicity). The gender analyses, thus far, have all suffered from this lack of data. Some legal and political issues must be studied before data collection practices can change citywide. One way to begin is process for change is to convene a group to work closely with the Department of Human Resources and the Office of the City Attorney. In order to understand and meet the specific needs of all women and men,

disaggregated data should include the following criteria: gender, race, immigration status, parental status, language, sexual orientation, disability, age, and other attributes.

Given the complicated legal, practical and time consuming changes this would entail, the Task Force decided not to focus on this area for the year '00-'01.

7. RECRUITMENT & PROFESSIONAL DEVELOPMENT

The City should improve recruitment, education, and professional development efforts, especially for women and girls in nontraditional areas. This has been confirmed by the completed analyses. A citywide effort is needed.

This area will be addressed within the monitoring activities and in the follow up with those departments that have completed their gender analysis.

8. COORDINATION OF GIRLS SERVICES

The CEDAW statute calls for the coordination of girls' services. This would involve surveying City departments to summarize what services are provided to girls, and then setting up an interdepartmental working group to coordinate how best not to duplicate but rather compliment what is being provided.

COSW staff and other departments are already doing some work in this area.

9. REVISION & UPDATING OF CEDAW STATUTE

The CEDAW statute was drafted a number of years ago and is due to sunset in 2002. A number of issues have arisen as to membership, quorum and tasks that need revising.

This will be coordinated this year with the staff of Supervisor Barbara Kaufman, who was the original sponsor of the CEDAW legislation.

5. PUBLIC COMMENT

Included in discussions above.

6. ANNOUNCEMENTS

Ann Lehman announced she would be attending two conferences in Sweden at the end of August, one with a focus on women and technology and one reporting on CEDAW implementation in San Francisco. Latika Malkani announced she would be returning from her family leave to work part-time at COSW.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Tuesday, October 3, 2000
3-5 p.m., CITY HALL,
#1 Dr. Carlton B. Goodlett Place
Room 421

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

SEP 27 2000

2. ADOPTION OF AGENDA

SAN FRANCISCO
PUBLIC LIBRARY

3. ADOPTION OF MINUTES

- ♦ Minutes of meeting on July 20, 2000

4. NEW BUSINESS

- ♦ ACTION & DISCUSSION ITEM: Revision of the CEDAW Ordinance

5. OLD BUSINESS

- ♦ DISCUSSION ITEM: Staff update on departments' progress on gender analyses
- ♦ DISCUSSION ITEM: Staff update on Public Awareness Campaign

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

**Know Your Rights Under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)**

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Department on the Status of Women

City and County of San Francisco
Sonia Melara, Executive Director



DOCUMENTS DEPT.

OCT 20 2000

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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES OCTOBER 3, 2000

1. CALL TO ORDER/ROLL CALL

Chair Emily Moto Murase called the meeting to order and introductions were made.

Task Force Members	COSW Staff	Public
Ken Theisen	Ann Lehman	Holly Friel, Aide to Supervisor Kaufman
Dorothy Yee	Latika Malkani	
Emily Moto Murase	Amy Ackerman (Deputy City Attorney)	
Krishanti Dharmaraj		
Younna Chlala		

2. ADOPTION OF AGENDA & ADOPTION OF MINUTES:

A quorum was not present to adopt the agenda or minutes. The Task Force proceeded with an informational meeting.

3. NEW BUSINESS

- ♦ **ACTION & DISCUSSION ITEM:** Revision of the CEDAW Ordinance.
(Ken Theisen recused himself from any action on the matter and was present for informational purposes only.) Participants discussed possible changes and made the following recommendations. Staff (from the offices of Supervisor Kaufman, City Attorney, and Department on the Status of Women, DOSW) will finalize details, subject to approval by Supervisor Kaufman and the COSW. Participants asked Holly Friel, aide to Supervisor Kaufman and a public participant of the Task Force, to attend the next COSW Commission meeting to report on both Supervisor Kaufman's legislation and Task Force recommendations.

Placement of CEDAW Ordinance in SF Administrative Code: Participants discussed three options:

- (1) Leave the CEDAW Ordinance as is in Chapter 12, which primarily contains City contracting regulations and Human Rights Commission provisions;
- (2) Move the Ordinance to Chapter 33, which governs the COSW/DOSW, or;

(3) Move to Ordinance to Chapter 16, which contains the citywide sexual harassment and equal opportunity policies. A fear was expressed that putting CEDAW in Chapter 33 would characterize CEDAW implementation as a DOSW responsibility rather than a citywide policy. There was a general consensus that CEDAW belongs in Chapter 16.

Update Ordinance: Participants recommended eliminating outdated provisions and timelines.

Findings and Local Principles: Participants recommended adding language to link CEDAW principles to the Convention on the Elimination of Racial Discrimination (CERD). This promises to better articulate the intersectional principle of CEDAW and the interconnectedness of gender and race/ethnicity. DOSW staff Latika Malkani and Task Force member Krishanti Dharmaraj from the Women's Institute for Leadership Development for Human Rights (WILD) will draft suggested language as soon as possible.

Implementation Section: Participants recommended broadening implementation beyond the departmental gender analyses, to allow a focus on specific issues, programs, or policies, and to introduce CEDAW to the private sector, to the extent permissible by law. DOSW staff will define gender analysis, gender integration and human rights integration. Participants also recommended adding a joint (COSW/DOSW and the Task Force) five year strategic plan/action plan for citywide implementation of CEDAW to be presented to the Mayor and the Board of Supervisors by June 30, 2002, provided there are sufficient additional resources to assist in the preparation of the plan.

Task Force Powers and Duties: Participants recommended that the COSW and the Task Force be jointly responsible to monitor the action plans of Departments and the implementation of CEDAW principles, with COSW facilitating the monitoring process. Task Force protocols for joint decisions and responsibilities will continue to follow the procedures adopted earlier at a Task Force retreat (see handouts on Joint Responsibility, CEDAW Task Force Responsibilities and COSW Responsibilities).

Membership: Given that quorum has not been achieved regularly, participants recommended not to increase Task Force membership. Participants also recommended changing the requirements of the labor position to match that of a community membership position. However, Task Force members will reach out to youth and the private sector to increase public participation with the Task Force. Task Force also discussed the possibility of a rotating chairperson, but decided to set this issue aside until the need to discuss it arose.

Sunset Date: At this time, participants recommended not to change this date. As currently drafted, the Task Force will end on December 31, 2002 and the COSW will then assume all Task Force powers and duties. Participants discussed and recommended retaining the Task Force as an advisory community group with some monitoring responsibilities.

Appointments: Participants recommended adding the use of alternate members and a firm attendance policy. Terms will remain as drafted and current community members will all be reappointed.

4. OLD BUSINESS

- ◆ **DISCUSSION ITEM:** Staff update on departments' progress on gender analyses.

Environment Commission: The Department on the Environment (DOE) has initiated its gender analysis with a new liaison and has already completed its data collection. This month, DOSW staff will train all DOE staff in human rights. Because this is a small department, DOSW envisions a survey will be more useful than a focus group to obtain employment data. At this stage, the Department appears to have significant interaction with community groups. DOSW staff asked community representative Task Force members to assist with the membership, planning, questioning, and facilitation of a community group roundtable to obtain additional data about community concerns. Task Force member Krishanti Dharmaraj from the Women's Institute for Leadership Development (WILD) for Human Rights and Task Force member Youmna Chlala from Amnesty International/Girlsource volunteered to assist. Task Force member Ken Theisen of Bay Area Legal Aid may also be able to assist.

Adult Probation: The Department is almost finished with its data collection. The department has worked with DOSW consultant and/or staff to complete a number of employee and client focus groups and interviews. Top management and supervisors have been trained on human rights and gender analysis. At the most recent training in September, DOSW staff were particularly impressed that the Director took the lead on explaining gender analysis and has been conducting his own interviews with staff to best meet the needs of the department and employees. Community provider focus groups will be held in the next six weeks and DOSW staff is again requesting assistance. Task Force member Krishanti Dharmaraj from the Women's Institute for Leadership Development (WILD) for Human Rights and Task Force member Youmna Chlala from Amnesty International/Girlsource again volunteered to assist. Task Force member Ken Theisen of Bay Area Legal Aid also agreed to help develop the list of community groups.

Art Commission: The Art Commission has completed its data collection and focus groups and is beginning its analysis phase. An issue on data collection arose, regarding confidentiality, particularly in a small department and the collection of disaggregated data. This issue is being examined by the City Attorney's office but the Task Force recommended not attempting (for this year) to spend a great deal of time working out the complicated legal issues but rather to focus on collecting available data and completing the analysis. All staff at the Department have been trained in human rights with a gender perspective.

Rent Board: The Rent Board has completed its data collection, focus groups and employee interviews. Two top management staff have been trained in human rights and gender analysis. Due to the current housing crisis in San Francisco, and the potential layoffs of staff at the same time (ironically the Rent Board's budget is based on fees that are collected when property exchanges hands, in a crisis less people move, decreasing the

funds when they are most needed) the gender analysis has been delayed. DOSW staff will be meeting with the Rent Board liaison in early November to review their progress on the analysis (meaning step two).

Due to time limitations, there was no report on the other two departments.

◆ **DISCUSSION ITEM:** Staff update on Public Awareness Campaign

There was not time for discussion of this item.

5. PUBLIC COMMENT

Included in discussions above.

6. ANNOUNCEMENTS

None.

Department on the Status of Women

City and County of San Francisco
Sonia Melara, Executive Director



City and County of San Francisco

CEDAW Task Force Meeting

Wednesday, October 25, 2000

3 - 4:30 p.m., CITY HALL, Room 82

#1 Dr. Carlton B. Goodlett Place

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A G E N D A

1. CALL TO ORDER/ROLL CALL

DOCUMENTS DEPT.

2. ADOPTION OF AGENDA

OCT 20 2000

3. ADOPTION OF MINUTES

SAN FRANCISCO
PUBLIC LIBRARY

- ☐ Minutes of meetings on July 20 & October 3, 2000

4. NEW BUSINESS

- ☐ **ACTION ITEM:** Approval of revised CEDAW Ordinance
- ☐ **DISCUSSION ITEM:** Family friendly survey of City departments
- ☐ **DISCUSSION ITEM:** DOSW's symposium on women and girls in non-traditional education and employment

5. OLD BUSINESS

- ☐ **DISCUSSION ITEM:** Update on departments' gender analysis progress

□ **DISCUSSION ITEM: Public Awareness Campaign**

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UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

DOCUMENTS DEPT.

JAN 17 2001

MINUTES OCTOBER 25, 2000

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PUBLIC LIBRARY

1. CALL TO ORDER/ROLL CALL

Chair Emily Moto Murase called the meeting to order and introductions were made.

Task Force Members

Ken Theisen
Pansy Waller
Myrna Lopez
Emily Moto Murase

COSW Staff

Latika Malkani
Ann Lehman (by phone)
Amy Ackerman (Deputy City Attorney)

Public

Holly Friel, Aide to Supervisor Kaufman

2. ADOPTION OF AGENDA & ADOPTION OF MINUTES:

A quorum was not present to adopt the agenda or minutes. The Task Force proceeded with an informational meeting.

3. NEW BUSINESS

♦ ACTION & DISCUSSION ITEM: Revision of the CEDAW Ordinance

(Ken Theisen recused himself from any action on the matter and was present for informational purposes only.) Task Force and public members reviewed draft language, which included the following proposed revisions:

1. Added findings demonstrating the need to examine programs and policies citywide, in addition to on a departmental level.
 2. Added findings demonstrating the need to examine the intersection of gender and race and the particular experiences faced by women of color, with reference to the U.N. Convention on the Elimination of Race Discrimination (CERD).
 3. Added definitions of CEDAW-related terms.
 4. Enabled analysis of programs and policies in addition to analysis of departments.
 5. Required the Commission and the CEDAW Task Force to prepare a five year citywide Action Plan to address deficiencies revealed by the gender analyses and to further implement CEDAW's principles.
 6. Made some changes to the composition and duties of the CEDAW Task Force.
- Task force members thanked Deputy City Attorney Amy Ackerman, Aide Holly Friel, and Supervisor Kaufman for their efforts in drafting revised legislation.

❑ **DISCUSSION ITEM: Work/life survey of City departments**

The Task Force and public members discussed the citywide “family friendly” practices survey, now called a “work/life survey” to be more inclusive of single adults. There will be two parts to the survey: one focused on department policies and practices and one on employees’ needs and current practices. There are some technical and access difficulties with administering the survey on the Internet. Currently DOSW has no additional funds for assistance with the survey instrument, but is seeking a cost estimate. DOSW staff is also seeking input and partnership from the City Attorney, the Department of Human Resources, and the Controller’s office. Task Force members expressed that this project was ambitious but exciting and long overdue.

❑ **DISCUSSION ITEM: DOSW’s symposium on women and girls in non-traditional education and employment (emphasis on the new economy)**

Staff reported that DOSW is planning a symposium some time during the next fiscal year on women and girls in non-traditional education and employment. The symposium will highlight best practices. Discussion ensued regarding groups to include and size of symposium (invitation only or open to the public, a working conference or educational one). Suggested technical experts and/or issues included: past recipients of COSW’s Women Who Made a Difference Awards; the Youth Commission, focusing on young women; the Department of Information & Technical Services, focusing on employees there who have made this their interest; various private industry leaders; immigrant women workers, especially garment workers and electronics assemblers; and possibly agricultural sector employees.

4. OLD BUSINESS

❑ **DISCUSSION ITEM: Update on departments’ gender analysis progress**

DOSW staff gave an update on the gender analysis process. The Task Force and public members discussed asking the new departments to each present their analysis and receive Task Force feedback at the January and February meetings. Two of the four departments—namely the Adult Probation Department, the Arts Commission, the Environment Commission, and the Rent Board—would be invited to each meeting. The Department of Public Works and the Juvenile Probation Department continue to be monitored and will be asked to present an updated report on their implementation of CEDAW’s principles in the Spring of 2001.

❑ **DISCUSSION ITEM: Public Awareness Campaign**

Staff reported meeting with the Aging Department for an informational discussion on CEDAW. The reception was very positive. Staff also reported on an upcoming scheduled session with the Contra Costa Commission on the Status of Women, and Santa Clara Women & Girls Conference, which will feature San Francisco’s work on CEDAW implementation.

5. PUBLIC COMMENT

Included in discussions above.

6. ANNOUNCEMENTS

None.



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting **Wednesday, January 24, 2001** **2:30-5:00 p.m.**

Room 273 (Board of Supervisors Conference Room)

CITY HALL (#1 Dr. Carlton B. Goodlett Place)

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A G E N D A

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ☐ Minutes of meetings on July 20, October 3, and October 25, 2000

4. NEW BUSINESS

- ☐ **ACTION ITEM:** ADOPTION OF CEDAW TASK FORCE FIFTH PROGRESS REPORT.
- ☐ **ACTION ITEM/DISCUSSION ITEM:** Adoption of protocols for review of each department's gender analysis (Rent Board, Art Commission, Adult Probation, and Environment) and monitoring of action plans (DPW and Juvenile Probation).

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- **ACTION ITEM/DISCUSSION ITEM:** Schedule of meetings for 2001.
- **ACTION ITEM/DISCUSSION ITEM:** Report from CEDAW liaison from the Rent Board on their gender analysis report and discussion of Task Force recommendations.

5. OLD BUSINESS

- **DISCUSSION ITEM:** Staff progress report on citywide work-life survey.
- **DISCUSSION ITEM:** Report on Public Awareness Campaign.

Know Your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

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Department on the Status of Women

City and County of San Francisco
Sonia Melara, Executive Director



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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES JANUARY 24, 2001

1. CALL TO ORDER/ROLL CALL

Latika Malkani called the meeting to order.

Task Force Members	COSW Staff	Public
Ken Theisen	Latika Malkani	Bonita Banducci, Focus group consultant
Pansy Waller	Ann Lehman	Sharon Friedrichsen, Controller's office
Dorothy Yee	Sonia Melara, Ex. Dir.	Delene Wolf, Rent Board
Younna Chlala		
Cossette Thompson		
Angela Calvillo		

2. ADOPTION OF AGENDA & ADOPTION OF MINUTES:

Ken Theisen moved, Youmna Chlala seconded, and the Task Force unanimously passed the agenda, and the minutes of meetings on July 20, October 3, and October 25, 2000.

3. NEW BUSINESS

- ☐ **ACTION ITEM:** ADOPTION OF CEDAW TASK FORCE FIFTH PROGRESS REPORT. Ken Theisen moved, Dorothy Yee seconded, and the Task Force unanimously passed the fifth progress report (see attached). Staff explained that COSW Commissioners would be meeting with Supervisors to review COSW's priorities and present this report.
- ☐ **ACTION ITEM/DISCUSSION ITEM:** Adoption of protocols for review of each department's gender analysis (Rent Board, Art Commission, Adult Probation, and Environment) and monitoring of action plans (DPW and Juvenile Probation). Ken Theisen moved, Dorothy Yee seconded and the Task Force unanimously passed the following protocol:

One or two Task Force members will be designated as the "point person(s)" for each of the four new departments. The point person(s) will work with the DOSW staff to review the original data collected by the department, the written gender analysis completed by the department, to

make recommendations, and to coordinate a Task Force response before the department's presentation. Questions will also be prepared and given to the department liaison in advance of the Task Force meeting to make their presentation to Task Force more effective. The following people volunteered and/or were designated as point person(s): Ken Theisen—Rent Board; Angela Calvillo & Youmna Chlala—Adult Probation; Cossette Thomson & Patti Chang—Arts Commission; Krishanti Dharmaraj & Emily Murase—Department of the Environment. The Task Force will meet for the following few months and staff will coordinate the presentations.

□ **ACTION ITEM/DISCUSSION ITEM:** Schedule of meetings for 2001.

Ken Theisen moved, Youmna Chlala seconded, and the Task Force unanimously passed the following schedule: February 28, March 28, May 23, July 25, September 26, and November 28, 2001, all meetings from 2:30—4:30 p.m.

□ **ACTION ITEM/DISCUSSION ITEM:** Report from Delene Wolf—the Rent Board CEDAW liaison—on her department's gender analysis and discussion of Task Force recommendations concerning the Rent Board.

The Rent Board liaison, Deputy Director Delene Wolf, summarized the attached gender analysis report. The Rent Board is a quasi-judicial organization, not a housing policy office and thus deals with issues strictly mandated by law.

- Task Force members raised issues concerning how the lack of data affected the analysis. There is no gender disaggregated data on who uses the Rent Board services—all data is focused on whether the customer is a landlord or tenant. One of the Rent Board's own recommendations was to collect more voluntary data on their evaluation forms regarding sex and race. Other data collection discussed was supplying a voluntary form for petitioners to complete, asking staff to more informally track customer's gender, and having a form at the front desk for voluntary information while waiting for assistance.
- Rent Board staff's unofficial sense is that slightly more than half the users are women, particularly elderly woman or women with families.
- Task Force members pointed out that young women, women with children, low income women or women in domestic violence situations are the most likely to move around a lot and thus may be unprotected by current rent control provisions despite a great need for affordable housing. (Query can the Rent Control provisions be changed to address this issue? Is this being looked at in the current study?)
- Workplace safety plans were discussed, including provision on domestic violence in the workplace.
- Language accessibility is an issue; most materials are in Chinese and Spanish but there is a shortage of interpreters.
- Very few employees took part in the focus group, perhaps due to a lack of training in human rights, or because the Rent Board offers a lot of workplace flexibility making staff feel satisfied with their jobs.

- The liaison stated that in most of the Rent Board's focus areas, it was her impression that gender is not as glaring an issue as "class standing," which made the gender analysis difficult.

4. OLD BUSINESS

□ **DISCUSSION ITEM: Staff progress report on citywide work-life survey.**

Staff reported that the Department work-life survey on policies and practices throughout the city is at the printer and will be sent out next week. Departments are asked to return the survey in two months. Data should be analyzed and possible recommendations prepared by the end of the fiscal year. An employee work-life needs survey will follow.

Special thanks for assistance goes to Sharon Friedrichsen and other staff at the Controllers Office, Gilda Cassnego and Patricia Peters of the Department of Human Resources, and Molly Stump and Amy Ackerman of the City Attorney's office.

□ **DISCUSSION ITEM: Report on Public Awareness Campaign.**

- Staff was a featured speaker by the American Association of University Women on a cable television discussion on CEDAW's international and local implementation (December 2000).
- Staff was a featured speaker on San Francisco's CEDAW experience at Women's & Girls 2000, Strategies for Success, San Jose's countywide strategic planning conference for girls (November 2000).
- Staff counseled Contra Costa Commission on the Status of Women regarding the adoption of CEDAW locally (November, 2000).
- Staff has also been asked to present at the Santa Cruz Commission on the Status of Women in March. Santa Cruz is close to introducing legislation similar to San Francisco's CEDAW.

5. PUBLIC COMMENT

Included in discussions above.

6. ANNOUNCEMENTS

Staff met with Ed Lee, the new Executive Director of the Department of Public Works. He was very interested in our work and promised to prioritize recruitment of women in nontraditional work, in particular the skilled trades.

Sonia Melara, Executive Director of the Department of the Status of Women announced she would be leaving the Department in early March. She requested time at the next CEDAW meeting to give some parting feedback to the Task Force.

Department on the Status of Women



City and County of San Francisco
Sonia Melara, Executive Director

City and County of San Francisco
CEDAW Task Force Meeting
Wednesday, February 28, 2001
2:30-4:30 p.m.

Room 273 (Board of Supervisors Conference Room)
CITY HALL (#1 Dr. Carlton B. Goodlett Place)

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A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ☐ Minutes of meeting on January 24, 2001.

4. NEW BUSINESS

- ☐ **ACTION ITEM/DISCUSSION ITEM:** Review of schedule of meetings for 2001.
- ☐ **ACTION ITEM/DISCUSSION ITEM:** Report from CEDAW liaison from the Department of the Environment on their gender analysis, and discussion of Task Force recommendations.

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- ❑ **ACTION ITEM:** Adoption of gender analysis response and recommendations for the Rent Board.

5. OLD BUSINESS

- ❑ **DISCUSSION ITEM:** Staff progress report on citywide work-life survey.
- ❑ **ACTION ITEM/SCHEDULE ITEM:** Review of schedule and protocols for each department's gender analysis (Rent Board, Art Commission, Adult Probation, and Environment) and monitoring of action plans (DPW and Juvenile Probation).
- ❑ **DISCUSSION ITEM:** Report on Public Awareness Campaign.
- ❑ **DISCUSSION ITEM:** Report by Sonia Melara, Executive Director of the DOSW, regarding some parting feedback to the CEDAW Task Force.

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Date: 02/26/2001 2:01 PM
Sender: Latika Malkani
To: COSW@egroups.com
CEDAW@egroups.com
cc: David Assmann
bcc: Latika Malkani

Priority: Normal

Subject: Fwd: Final Report Attached For Distribution

A reminder about our next CEDAW Task Force meeting: this coming Wednesday, February 28, from 2:30-4:30 p.m. at Room 273 City Hall. David Assmann, Deputy Director for the Department of the Environment, will be coming at 3 p.m. to discuss their completed gender analysis report (attached). Please make every effort to attend. If possible, please also review this report prior to the meeting, as we have a full agenda.

Contact either Ann (252-2572) or Latika (252-3216) with any questions.
Thank you.

Forward Header

Subject: Final Report Attached For Distribution
Author: David Assmann
Date: 02/26/2001 1:39 PM



Gender Study Repor

David Assmann
Deputy Director
SF Department of the Environment
11 Grove St.
San Francisco, CA 94102
www.sfenvironment.com
(415)934-4813, f. (415)554-6393
David_Assmann@ci.sf.ca.us

The Department of the Environment's mission is to improve, enhance and preserve the Environment and promote San Francisco's long-term environmental sustainability.

The Department seeks volunteers and interns(415) 554-6390

Gender Study Report – Department of the Environment

In April 1998, the City and County of San Francisco passed an ordinance (Chapter 12K of the Administrative Code) to locally implement the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). CEDAW provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. It defines discrimination against women and girls as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."¹ CEDAW ensures the protection of human rights, "those rights that every human being possesses and is entitled to enjoy simply by virtue of being human."² In San Francisco, ensuring human rights means that City government must proactively take steps to eliminate discrimination against women and girls.

The CEDAW Task Force through the Department on the Status of Women (DOSW) has worked with the Department of the Environment for a year preparing a "gender analysis" of its budget, services and employment practices. This report summarizes the gender analysis that was performed throughout the year 2000. A number of best practices were identified, as were needed areas of improvement.

Methodology

The gender analysis was completed by Department staff working collaboratively with Ms. Latika Malkani from the Commission on the Status of Women. Marina Kipnis, the Department's Executive Assistant, was the lead staff member at the Department in organizing meetings, writing and distributing the survey and preparing the initial documentation. When Ms. Kipnis left the Department in December, 2000, completion of the final report became the responsibility of David Assmann, Deputy Director.

Initially, all employees were trained in human rights with a gender perspective. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. Next, staff spent considerable time and effort gathering data, and with the assistance of DOSW staff, analyzing information and making recommendations.

A. Overview

The San Francisco Department of Environment (SFE) is one of the newest of the City's Departments – it was founded by a voter approved charter amendment in 1995, and began operations in early 1996. It is still one of the smallest Departments in the City – for 2000-2001, the Department had 13.29 FTE staff and an annual budget of \$1,578,034. Virtually all the staff is new – the longest serving staff member started in April 1999 (the Clean Air Program staff have been with the City for a longer period of time, but not as part of the Department of the Environment), and more than three-quarters of the staff have been with the Department for less than 1 year.

Although the Department is small by City department standards, it has a large and important mission. The Department's overall mission is to improve, enhance and preserve the environment and promote San Francisco's long term environmental sustainability.

The Department reports to the Commission on the Environment, which consists of seven members appointed by the Mayor for four-year terms. The Department of the Environment is responsible for regularly producing an assessment of San Francisco's environmental condition. It must also produce and regularly update plans for the long-term environmental sustainability of San Francisco.

¹ See City and County of San Francisco, The United Nations Convention on the Elimination of All Forms of Discrimination Against Women Ordinance (hereinafter "San Francisco CEDAW Ordinance"), Ordinance No. 128-98 (Approved April 13, 1998), Administrative Code, Chapter 12K. Full text is available at <http://www.ci.sf.ca.us/cosw>.

² *Women's Human Rights Step By Step*, Women, Law & Development International, Human Rights Watch, Women's Rights Project, 1997, Washington, D.C., Page 8.

The Commission on the Environment is empowered by the Charter to investigate and make recommendations to all City agencies related to operations and functions, including:

1. Solid waste management;
2. Recycling;
3. Energy conservation;
4. Natural resource conservation;
5. Environmental inspections;
6. Toxics;
7. Urban forestry and natural resources;
8. Habitat restoration; and
9. Hazardous materials.

The Department has three program areas that were developed in support of ordinances passed by the Board of Supervisors. These are the Clean Air Program, the Resource Efficient Building Program and the Integrated Pest Management Program. Of these, the Clean Air Program is the largest and most established, with five full time staff. The Integrated Pest Management Program and the Resource Efficient Building Program each have one staff person, and the Integrated Pest Management Program also has the assistance of one part time intern.

In addition to the three programs mandated by ordinance, the Department conducts extensive public outreach and works on a variety of issues that come before the Environmental Commission, including issues of toxics reduction (such as dioxin, mercury and pentachlorophenol), recycling, habitat conservation, energy conservation, renewable energy, and urban forestry. The Department has just integrated the Resource Efficient Building Program into a new Resource Efficiency Program, which includes the addition of a new staff person to work on energy conservation and other resource efficiency issues.

One of the largest new initiatives that the Department is responsible for is administering a new \$13 million dollar grant program for the Bayview/Hunter's Point and Potrero Hill neighborhoods. The California Legislature recognizing that the residents of Hunters Point and Potrero Hill neighborhoods have disproportionately suffered from the presence of power plants in their neighborhoods, appropriated \$13 million to the City to mitigate the impacts of the sale and possible expansion of the Potrero plant and the ultimate shutdown of the Hunters Point plant.

The Department and the Commission on the Environment is responsible for developing and implementing the grant program. The Department and Commission has sought input from the public, City officials, non-profit organizations, and foundations, and has held five public meetings, including two in the affected communities, to ensure that all comments and concerns were considered in developing the grant program. Based on the state appropriation, public input and staff recommendations, projects are currently being considered in the following areas: Environmental Justice, Environmental Health and Energy and Climate Change. The grant criteria for each of those three areas are outlined below:

Environmental Justice - Across the United States, low-income and communities of color bear a disproportionate burden from environmental pollution. Communities are recognizing the need for broader social solutions beyond the mitigation of a particular risk or environmental hazard, such as adequate access to health care and education, better job opportunities, affordable and healthy housing, inclusiveness in decision-making, and the development of community responses to problems. Funding in the environmental justice category will include projects that address environmental pollution education and organizing, land use, economic and infrastructure development, and community empowerment.

Environmental Health - The rapidly emerging field of environmental health shows that health practitioners and the public are recognizing the connection between the physical environment and human health. For example, a toxic environment can affect sexual development and reproduction, and has also been linked to dramatic increases in cancer and asthma among its residents. Air pollution, water quality and chemical emissions also affect environmental health and wellbeing. Funded projects will improve the environmental health of the community members and will focus on pollution prevention and education; open space and recreation creation and enhancement; and nutrition.

Energy and Climate Change - Energy generation and use has a direct effect on the environment in which we live. Power plants and transportation are among the largest sources of air pollution as the fossil fuels that power most plants and vehicles directly contribute to global warming. Renewable energy, such as solar and wind, reduce air pollution and help protect the environment. Energy efficiency programs help conserve energy and save money. Funding in the energy and climate change arena will promote renewable energy and energy efficiency, reduce the use and generation of fossil fuels, and develop and promote alternative fuels and modes of transportation.

Strategic Plans/Public Meetings

The Department currently does not have a strategic plan, other than the City's Sustainability Plan, developed through an extensive public process in 1996, with hundreds of participants. The Sustainability Plan was adopted as official City policy in 1997, but it is not set up as an easily implementable strategic plan. A long term planning process was initiated for the first time in fall of 2000, and while short-term goals have been developed for the next fiscal year (2001-2002), no long-term strategic plan has yet been put into place. There are plans for annual retreats, both for the Department and the Commission, in order to help develop both short and long term strategic plans. Commission retreats are open to the public and advertised via email, mail and ads. While gender analysis has not been used in the process of analyzing public input, we have a diverse mailing list and publicize our meetings extensively, including keeping mailing lists of anyone who wishes to be notified of upcoming meetings and issues. While the Commission's planning retreats are usually not attended by many members of the public, we do have a large number of attendees at many of the Commission's public meetings. Asking for voluntary diversity self-identification at public meetings would help the Department determine the diversity of our community input. **Recommendation:** The Commission set up a mechanism for members of the public to voluntarily self identify diversity at public meetings, including diversity of membership if the input is coming from a representative of an organization.

Annual Strategic Plans

All program managers are involved in the process of developing annual plans, and these are discussed at staff meetings. Gender analysis has not been used in the determination of strategic issues, primarily because our program areas and projects are determined by ordinances (such as the Clean Air, Integrated Pest Management, and Resource Efficient Building) or by resolutions from the Environmental Commission or Board of Supervisors.

The following feedback on strategic planning came from the gender analysis survey conducted with employees:

- Strategic Planning retreat was open, allowing staff to provide input to future direction
- Process is too young to assess
- Recommendation: To ensure full participation, facilitator should meet individually and confidentially with employees to get ideas and issues

Given the limited resources of the Department, and the responsibilities of individual staff, it has been difficult to set aside adequate time for strategic planning. Additional financial and staff resources are needed if the Department is to adequately conduct strategic planning processes. And, while setting aside time for the facilitator to meet individually with each employee would help maximize the effectiveness of the planning process, it is not practical given current time and resource constraints. However, it would be feasible to consider a mechanism for employees to confidentially give feedback to the facilitator prior to the planning meetings.

Recommendation: For future planning retreats, set up a mechanism for employees to give feedback to the facilitator prior to the actual retreat. This could be done by email.

As the Department builds its new strategic planning process, it may benefit from integrating gender into this process. For example, program areas could be studied to determine whom they serve, paying particular attention to gender, ethnicity, and other self-identified criteria. This examination would aide in better documenting whether the Department is meeting its goal of serving the needs of a diverse population. Participating in the current gender analysis has been the first opportunity for the Department to formally look at gender impact.

Recommendation: The Department look for additional financial and staff resources to survey constituents served and thereby be able to conduct comprehensive planning processes, including the integration of gender analysis into each process.

B. Budget Questions

The budget is developed by individual program managers, who submitted their proposed budget to the Deputy Director. The Deputy Director reviews each budget with individual program managers and then discusses recommendations with the Director for the final budget proposal. A draft budget is then submitted to the Mayor's Budget Analyst and then to the Commission on the Environment before being formally submitted to the Mayor's office. The following table outlines the budget process & who is involved:

Job Title	Gender	Race/Ethnicity
Director (Reviews/Final Decision)	female	white
Deputy Director (Reviews/Makes Recommendations)	male	white
Program Manager Integrated Pest Management Program (Prepares Program Budget)	female	white
Program Manager Resource Efficiency Program (Prepares Program Budget)	male	white
Program Manager Clean Air Program (Prepares Program Budget)	male	white
Commission Secretary (Prepares Commission/Grant Budget)	female	Asian
Program Manager Public Information (Prepares Program Budget)	male	white

As evident from the above chart, the department needs to diversify its management staff. We recognize the importance of ethnic diversity at all level, especially at more senior levels where policy and budgetary decisions are made. Since its inception, and especially over the past 2 years, the Department has made a big push to strengthen its recruitment of underrepresented persons. This is discussed more thoroughly below, under "Employment: Recruitment."

While our budget priorities primarily reflect mandated programs, such as the Clean Air Program, the Integrated Pest Management Program, and the Resource Efficient Building Program, there are gender implications in our priorities. For example, exposure to pesticides, pollutants in the air and poor indoor air quality, can have a greater detrimental effect on pregnant women. The department recognizes that the way in which information is collected and analyzed is critical to the development and application of a gender perspective. Appropriate procedures in this regard will assist in recognizing gender patterns in services and budget concerns. At this point, however, we have not had the resources to conduct a proper analysis of the gender impact of our programs. There would be two ways of doing a proper analysis. The first would be to add the responsibility to each program area, and expand the staff to allow them the time to conduct the necessary analysis work, which could include reviewing the programs and the scientific literature on gender impacts of environmental issues. The second would be to hire a

consultant to look at the environmental priorities of the Department and examine the gender implications of the work conducted by the Department.

Recommendation: The Department prepare an outline of the resources that would be required to incorporate gender analysis into programs and priorities.

The following feedback on budgeting came from the gender analysis survey conducted with employees:

- Program directors are responsible for proposing their budgets
- Program staff feels involved in the budget process

Performance Measures

Performance measures are determined annually as part of the budget process. Each program director prepares performance goals as part of the budget process, and they are reviewed in the same manner as the budget. Gender has not been explicitly used in the determination of performance measures in the past. The performance measure system has not been adequate, particularly since the current system does not allow for easily adding or changing goals. It is our intention to totally overhaul our performance measures before preparing the next budget.

Recommendation: Incorporate gender analysis into the performance measure process for next year including mechanisms for tracking all community input by at least gender and ethnicity.

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
IPM Program			
Requests for exemptions processed in a timely fashion.	On-time; complete	On-time; complete	On-time; complete
Review of departments' implementation plans; assistance to comply.	All departments have submitted acceptable plans	80% of departments in compliance	All departments in compliance
Public educated about benefits of less-toxic approach.	IPM reference library developed	Pesticide fact sheets published; new article published	Post all pest fact sheets, add IPM information to SFE web site; least-toxic pesticide list completed
Coordination of IPM Activities			Centralize program under SFE
Resource Efficient Building			
Development of proposed program	Implementation of goals depending on final content of ordinance, if passed		Passage of Resource Efficient Building Ordinance: hire coordinator and begin pilot project planning; co-host PVC-free building conference
Public Outreach (broad range of mandated topics)			
Engage citizens/youth	Volunteer program expanded	Feasibility studied and new program developed	Recruitment and retention of 2 part time volunteer/interns every month Global Warming Essay/Art Contest for

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
			Kids
Outreach on environmental issues to the community	Speakers Bureau established	Put on hold pending program reorganization	
Outreach on environmental issues to the community (cont.)	Regular contributions to print media on sustainability and other environmental issues Web site expanded	Put on hold pending program reorganization SFE and Commission Web sites redesigned and expanded; important Dept. and Commission documents posted online regularly	Regular contributions to print media on sustainability and other environmental issues Continue Web site expansion Develop logo Establish an Environmental Information Center as part of the SFE office COE meetings held in neighborhoods

C. SERVICE QUESTIONS

Fiscal Year 2000 Revenue \$1,716,300

Program Title	Dollars	Source	Source Limitations	% of Total
Administration, Policy, Outreach and Special Projects	\$594,000	General Fund	Tied to Projects in Budget	35%
Integrated Pest Management	\$125,300	Other City Departments	Can only be used on Integrated Pest Management Programs	7%
Clean Air Program	\$590,000	State, Local Grants, General Fund	Funds tied to specific Clean Air Projects	34%
Resource Efficiency Program	\$407,000	General Fund, Other Departments, Capital Fund	Funds for Resource Efficient Building Program and Energy Conservation Programs	24%

Most of the programs offered by the Department of the Environment are new – the Resource Efficiency Program, for example, was set up in the fall of 2000, and the Clean Air Program joined the Department of the Environment in July 2000. The Resource Efficient Building Program has only been in place for two years and the Integrated Pest Management Program was started in 1998. As a result, we are just starting to implement systems for short and long term planning, design of programs and evaluation of services.

The following feedback on services came from the gender analysis survey conducted with employees:

- Hasn't yet been a thorough evaluation of services because programs are fairly new
- Program staff feels involved in this process

- Recommendation: Generate evaluation measures for all services. In doing this, give staff sufficient time to adequately develop these measures. *COSW RECOMMENDATION: Integrate gender concerns into the development of evaluation measures.*

D. EMPLOYMENT QUESTIONS

Overall Workforce Composition:

- 1) Review data:
 - a. Women comprise 38% of the professional and official level positions (3/8) and 62% are men (5/8)
 - b. Of the female-held professional and official positions, 2 of the 3 are white and one Indian.
 - c. Of the male-held professional and official-level positions, all are white (5/5).
 - d. Men hold all three technical positions
 - e. Of the male-held technical positions, two are white, and one is Asian
 - f. The one skilled craft position (shuttle driver) is held by a female African American
 - g. Four of the seven commissioners are white and three are people of color
 - h. Four of the seven commissioners are women and three are men
- 2) Best practices:
 - a) SFE exceeded the identified labor pool of women officials for their specific job category: in the City, the labor pool data showed that there is an availability of 41.5% women officials and administrators and the department has 50% women officials (1/2).
- 3) Room to improve:
 - a. The department found that it came short of meeting the identified labor pool of women professional percentage. Women hold 33% of professional positions while the labor pool data shows that there is an availability of 47.8% women professionals.
 - b. The department has only one person of color in a professional level position. This underrepresentation reflects the low number of people of color with experience in environmental advocacy. Notwithstanding, SFE needs to take extra steps in the recruitment effort (as discussed below) in order to attract people of color to future job openings.

Unfortunately there is little diversity in a number of the areas that the Department of the Environment focuses on, giving us a very limited pool from which to find qualified applicants. And while the number of women working in environmental programs has increased, the number of people of color in the same programs is still very small. This presents us with a major challenge, since it is still difficult to find a diverse pool of qualified candidates, even with better recruitment practices.

Recruitment:

- 1) Review data:
 - a. When recruiting for a job opening, SFE posts the job announcement on the City website, as well as on opportunity NOCS, Jobseeker, and Ejobs. Job announcements are also listed in various community newspapers including China Press, Chinese Times, El Reportero, San Francisco Bay Times, San Francisco Bay View, Small Business Exchange and Craigs list. In addition, the posting is mailed out to the entire mailing list consisting of community-based and environmental groups across the country.
- 2) Best Practices:
 1. Because people of color are underrepresented in the environmental policymaking labor pool, SFE tries to go beyond the traditional environmental mediums by advertising with various outreach newspapers, as mentioned above.
- 3) Room to Improve:

a. While SFE advertises job announcement in nontraditional community newspapers and publications, the final hiring has not resulted in a stronger representation of people of color in professional level positions. Therefore, SFE has to put more effort in doing outreach that goes beyond the traditional method of posting the job announcement. This might involve making a personal outreach call to some of the advocates of color who are working in the environmental field, getting leads and following up on those leads. Because this might involve quite some time and energy, SFE might need to identify additional funds to ensure that such an individualized outreach is possible.

The following feedback on employee recruitment/hiring came from the gender analysis survey conducted with employees:

- Recruitment suggestions included: sending to women's organizations, universities (for graduating students), other local govt. entities (including those outside CA), professional associations (including newsletters and email lists), including specialized professional associations (like the Association of Black Engineers and the Women Energy Associates)
- Hiring suggestions included having a diverse (gender, ethnicity, age) interview panel that is aware of the male/female ratio within the department. Particular attention should be paid to ensuring a workforce that is diverse, including with respect to age.
- Internships should be paid to attract intelligent, qualified interns who are career-tracked for this field and who will remain with the department for some time.
- Recommendation: as department grows, recruit/hire staff so that males and female are more equitably represented in both admin (currently more female) and program (currently more male) staff
- Recommendation: create more entry level program positions to foster women and people of color, who typically do not have the requisite level of experience in this newer field
- The DHR city process is long, impersonal, and inappropriate for professional positions where talented people of color and women have to be wooed. The entire City hiring process needs to be revamped.

The Department has, however, conducted extensive recruitment and outreach to ensure equal opportunity and hiring. These efforts need to be maintained and expanded, particularly since as the Department has expanded into additional program areas, the percentage of women in professional and official positions has declined.

The Department also needs to do a better job in diversifying its hiring panels and keep diversity in the forefront of recruiting for any new positions. The recruitment suggestions listed above will be incorporated into all future hiring processes.

Recommendation: The Department take steps to ensure that diversity is always a prime consideration in recruiting, and do what it can to foster experience in environmental fields through promoting paid internships and entry level positions aimed at recruiting people of color to specialized environmental programs. Diversity should also be a consideration in planning for new program areas.

Performance Reviews and Management:

1. Review data

SFE uses the standard City evaluation form with an additional section for narrative. The process involves first meeting with your supervisor to have a goal-setting meeting, then a mid-year progress assessment meeting at the six-month mark, and a performance evaluation at the end of the year. The end-of-the-year evaluation includes four steps: 1) an employee self-evaluation, 2) supervisor evaluation of the employee, 3) meeting to discuss the evaluation, and 4) final evaluation written by the supervisor. The director follows the pay-per-performance review process.

2. Best Practices

The City Evaluation process for managers and supervisors is comprehensive and extensive. Although the evaluation is designed only for managers and supervisors, the Department of the Environment will be using it for all evaluations.

3. Room to Improve

The Department is behind schedule on conducting performance evaluations, and needs to get back on schedule.

The following feedback on evaluation/management skills came from the gender analysis survey conducted with employees:

- In general, management skills could be improved.
- Recommendation: Periodically, ask staff to evaluate managers so that the evaluation process is mutual. Within the process, focus on areas of improvement.
- There is often too much work to focus on professional development
- On the other hand, some program staff feels that the innovative work itself allows for professional growth
- Both program and administrative staff appear to feel an urgency to get work done, a time crunch
- Recommendation: Quarterly meetings between staff and management to discuss work progress, evaluation, and professional development and promotion
- The department is too small and too new to assess the issue of promotions

Recommendation: The Department should ensure that reviews are conducted on a timely basis, and that time be allocated for regular meetings and feedback sessions with staff.

Flexibility, Health & Safety and Family Care & Benefits

The following feedback on flexibility in time and place, health & safety and family care & benefits came from the gender analysis survey conducted with employees:

FLEXIBILITY IN TIME AND PLACE

- There is strong employee interest in a 9/80 schedule. Fridays are desired day off; constraints could be demand of workload.
- There is significant employee interest in telecommuting, due to reduced commute time, allowing for a quiet atmosphere, environmental benefits, allowing for more time with self/family.
- Employees say that telecommuters should be trusted to work at home, and evaluated on merit (are they completing their work?). Employees could be called when questions arise
- There were differing opinions on criteria for priority, including length of commute. Some staff felt that there should be no priority and rotation was a fair system to ensure office coverage
- Employees felt the office was flexible in allowing them to arrive as desired, but would like to see this flexibility expanded to a 9/80 schedule option
- Employees are more focused on getting the job done and can forget to record overtime as comp time, and will stay late is needed to get the work done
- Some employees say they cannot afford to work part-time due to the high cost of living in the Bay Area

HEALTH & SAFETY

- Female employees were particularly concerned about having to take public transportation at night (due to meetings, working late, etc.) rather than being able to expense a cab on those few occasions

FAMILY CARE & BENEFITS

- Employees of varied family types (including single adults) expressed a need for more personal time in their lives (no time to make dinner, clean the house, exercise, sleep enough, etc.)
- Employees desire reliable, affordable part-time or occasional childcare—this is especially needed when kids are sick and cannot attend day care, share cares, etc.

The Department is looking into, and hopes to be able to implement a flexible work schedule in the near future.

Recommendation: That the Department review flexible work schedules, health and safety issues and family care issues on a regular basis.

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

**ENCLOSED IS THE GENDER ANALYSIS
REPORT OF THE
RENT BOARD**

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CEDAW GENDER ANALYSIS

RENT BOARD

The Rent Board is charged with enforcement of the City's rent control Ordinance and Rules and Regulations. The Ordinance was passed in 1978 in response to the City's "temporary" housing crisis. Since that housing emergency has only been exacerbated by rapid population growth and economic development over the last twenty years, the Ordinance was made permanent several years ago and rent control is, apparently, here to stay. What began as an agency staffed with a half dozen temporary workers, funded primarily through Comprehensive Employment and Training Act (CETA) funds, with volunteer attorneys conducting hearings, is now a permanent City agency with 30 professional and support staff charged with implementation of one of the City's most volatile and necessary laws.

The Rent Ordinance dictates several legal mandates which the Department is obligated to fulfill. Beyond that which is legally required, the Department strives to provide additional services to the public, within the limits of staffing and budgetary constraints. The Department seeks to address the needs of its two major constituencies: the landlord and tenant communities. Both of those communities, obviously, are comprised of male and female members. While no disaggregated statistics are kept by the agency, except as to employment, it appears from observation that men and women are equally represented at the Rent Board. In order to augment anecdotal information, two focus groups were held: one comprised of invited representatives from the landlord and tenant communities; and one to which all staff were invited, although only one individual chose to participate. The following is an attempt to identify issues presented by the data collected, best practices, limiting factors, and recommendations for future action in the areas of budget, services and employment.

BUDGET

The Rent Board receives no portion of its operating budget from the General Fund. Rather, the agency is funded through a "rental unit fee", which is billed to landlords with their property tax statement (this is because the City has no billing relationship with tenants). Landlords are permitted to pass through the rental unit fee to their tenants, although some do not and just absorb the cost themselves. The rationale for tenants bearing the operating costs of the agency is that tenants are the ones who benefit from the presence of a rent control law. Even if a tenant does not directly utilize the agency's services by filing a petition or calling a counselor with a question, the administration of annual allowable rent increase limitations and eviction protections is seen as a benefit to all tenants. The

current fee paid by tenants per unit is \$16.00; the charge for residents of single room occupancy hotels is \$8.00.

In past years, when there have been budget deficits necessitating layoffs and service reductions at other City departments, the Rent Board has been spared by having a separate source of funding. Several years of surpluses insulated the Department from painful funding decisions, and made it possible for the rental unit fee to remain the same for an 8-year period. However, the surplus was finally exhausted by fiscal year '98-99, and the tenant community was asked to shoulder a \$6.00 per unit increase, from \$10 to the current \$16.00. In order to "sell" the fee increase to the tenant community, and therefore create the necessary political will for it to pass at the Board of Supervisors, the Department convened the major representative tenant organizations in order to conduct a needs assessment. The response was that tenants would be willing to pay an increase if services to that community were improved. Specifically, it was agreed that there would be increased staffing of the Eviction Unit and increased enforcement of the Just Cause eviction provisions of the Ordinance, which was accomplished through the funding of two investigator positions at the Office of the City Attorney.

Similarly, a backlog of petitions meant that some landlords were waiting over a year in order to have a hearing on their rent increase petitions scheduled (tenant petitions tend to be scheduled more quickly through the Mediation Program, which is not appropriate for landlord petitions). Staffing in the attorney (Administrative Law Judge, or ALJ) unit was increased so that the agency was able to schedule more hearings and reduce the backlog. The following year, however, without additional revenue, layoffs were going to be necessary. There was little incentive for tenants to pay an additional amount in order for landlords' petitions to be processed more expeditiously, and the Department was unable to turn to the General Fund for an infusion of revenue. After rounds of negotiations with representatives from the landlord community, it was agreed that a one-time \$3.00 increase in the fee would be borne by landlords. Once the backlog was eliminated, the equivalent of 3 full-time attorney positions was eliminated.

The Rent Board must rely on the good will of the respective communities that it serves in order to meet its budgetary needs, which leads to some "best practices" (i.e., increased staffing of the Eviction Unit; hiring of additional attorney positions in order to more expeditiously process landlord petitions; etc.). However, the agency has legal mandates which may not be on the "wish list" of either community. The fact that payment of the fee is so disproportionately placed on tenants sometimes skews sound budgetary decisions towards what is politically palatable. It also hinders any long-term planning on the part of management. Budgetary planning is further complicated by the fact that a major segment of our

work, landlord capital improvement petitions, may be eliminated as a result of Proposition H which passed on the ballot this past November.

Recommendation: that the Fee Ordinance be amended so that payment of the rental unit fee be allocated between landlords and tenants in amounts that are reflective of their demands for our services. Appropriate allocation, hopefully, would make the yearly process of obtaining necessary budgetary increases more fair and less politicized, the current Proposition H issue notwithstanding.

SERVICES

The Rent Ordinance and Rules and Regulations are laws of the City and County of San Francisco. They must be written in legalese and are not "user-friendly." In order to make the restrictions and requirements of these complex and convoluted documents more accessible, the Executive Director of the Department has instituted many technological aids and advancements for the widest possible disbursement of information in the most approachable form. The Rent Board has a 24-hour "Information To Go" voicemail system with over 70 scripts in English, Spanish and Chinese covering local rent control and general landlord-tenant information; through the "Fax Facts" system, the public can access every piece of paper produced by the agency, as well as the "Info to Go" scripts; and the Rent Board's web site is the most widely used of any City department. 8 different informational brochures are produced, some of which are offered in English, Spanish and Chinese.

One of the Department's "best practices" is the variety of ways that information is provided and feedback is solicited; both in more than one language. While noting a need for even more bilingual staff and materials (from the feedback and focus groups), there is 24-hour information available (especially convenient for working people or those with small children), counseling services in more than one language, extensive information on the web, and a fax service. Customer satisfaction is a high priority of the Department and staff are provided with tools for obtaining customer feedback. This customer service approach would benefit from integrating gender, race and other criteria, as discussed above. Of course, in order to continue to protect the public from the misuse of sensitive identifying information, any request for such information must make clear that it is voluntary, optional, and for the purpose of improving customer service.

Within the last few years, the Department implemented two new programs in order to provide better service to the public. Hoping to go beyond the "Lose-Lose" situation inherent in any arbitration, the agency instituted a tremendously successful Mediation Program, wherein participants can resolve problems outside the scope of the Rent Ordinance and receive an immediate decision of

their own making. In response to complaints concerning the length of time it took for even simple decisions to be issued, a Minute Order Program was introduced, which results in binding Orders that are issued within 10 days of the hearing for appropriate cases. Only twice have parties who have received a Minute Order requested that a full decision be issued. The agency also compiles statistics on issues of concern to users of our services that go back 21 years, are printed out in easily readable Excel spreadsheet format, and can be easily accessed through the Fax Facts system or our web site.

The Rent Board also uses a variety of customer satisfaction tools, including survey forms provided at the front counter, in hearings, and through telephone voicemail, as well as web site survey forms. There is a voicemail line specifically for leaving comments on. Most criticisms concern the timeliness of services delivered and the need for additional bi-lingual services, despite the fact that half of the counseling staff is bi-lingual. Additionally, as noted through comments offered in the Public Focus Group, clients feel that some members of the counseling staff do not go far enough in offering information; that one must "know what to ask for" in order to receive good service. While this is most understandable from their perspective, the agency must balance the needs of certain members of the public against insufficient staffing and efficiency concerns. It is also impermissible for Rent Board staff to provide legal advice, and difficult for the public to understand that this is indeed what they are asking for. While the counseling staff receives training in time and stress management, dealing with difficult individuals and diversity issues, some members of the Focus Group felt that women were treated less solicitously than men, and more brusquely.

Staffing is problematic for the department, given the demands for service. With some 1,500 front counter visitors and over 3,000 phone calls per month, it is difficult for the ten counselors to provide the level of service that the public expects and staff would like to provide. Since the counseling staff currently is comprised of 7 males and 2 females, this is of concern. It should be noted that the focus group complainant was a landlord who is known for having an antipathy towards rent control in general.

Recommendation: that the Evaluation form be disaggregated by gender in order to track comments from female members of the public.

EMPLOYMENT

As can be seen from the agency's staffing data (see attached charts), the Rent Board is a department committed to gender and ethnic diversity at all levels of staffing, and reflective of the communities it serves. The Rent Board staff

currently meets or exceeds the total labor pool representation by race, with only a -2% differential for Blacks. Of the 5 Senior Staff members, the Director is a gay male; a Supervisor is a Hispanic male; and the Deputy Director and one of the Senior Administrative Law Judges are white females who were promoted from within. As of January 1, 2001, the ALJ staff will be comprised of 4 men and 6 women – 1 gay male, a Chinese male and female, and a black female. The counseling staff currently consists of 7 men and 2 women; 2 of the men are Hispanic, 1 is Filipino, and 1 is Chinese; one of the women is a Latina and the other is Chinese. The Rent Board Commission has always had a strong female contingent, and the Board President is currently a woman. Three of the Commissioners are people of color; one is gay.

The Department has also participated for several years in the Youth Works Program, and has recently provided employment training to 2 Hispanic and 2 Black interns. All staff members are encouraged to identify and attend coursework that will lead to professional development. The Department has paid for relevant courses that staff has identified and have been approved. Reimbursement programs through the City or unions are brought to staff's attention when made available. Management also mandates specific training that is provided by the City's Human Resources Department (i.e., ergonomics, diversity, dealing with difficult clients, etc.), and all Supervisors are required to attend the Sexual Harassment Training provided by the Office of the City Attorney.

Because of the volatility of some members of the public who come to the counter for counseling and/or attend hearings, female counselors and Administrative Law Judges increasingly expressed fears and concerns for their safety. At one time, the Department considered offering hearings after working hours, but female staff members convinced management that security concerns outweighed the greater convenience to the public. (In a similar vein, the Department experimented with Saturday hearings, which were ill-attended. Currently, both men and women often bring children to hearings, which is a distraction that is gracefully accommodated by the Administrative Law Judges, within reason.) In response to security concerns, a Workplace Violence Plan and accompanying training was developed in conjunction with the Employee Assistance Program during fiscal year '99-'00. Security measures that have been or are in the process of being implemented include:

- The posting of "Rules of Conduct by the Public" at the front counter;
- Installation of a security camera at the front counter;
- Installation of "panic buttons" at the front counter and all hearing rooms;

- Provision of locking drawers or cabinets in the Annex office for staff;
- Programming the clerical phone sets to call the Security Guard and 911;
- Creation of a "safe space" in a hearing room by installing a door lock;
- Installation of a one-way viewer on the entry door to Suite 320; and
- Establishment of a requirement for Administrative Law Judges to escort clients from the hearing rooms to the proper waiting area during recesses or caucuses.

The Rent Board considers itself in the vanguard of City departments in terms of "work/life" policies, which perhaps accounts for the high retention of employees. Flextime is offered to all employees, within the parameters of providing service to the public during the core hours of 8:00 a.m. to 5:00 p.m. for the counseling staff in particular. Clerical staff may come in early and leave early; or come in late and leave late. All staff members have the option of taking a 1/2-hour or 1 hour lunch. The counseling staff also has the option of early or late flexible hours, and has recently implemented a schedule of their own making which allows for 9-9 hour days and one day off every other week. The Administrative Law Judges are allowed to telecommute, and only have to be in the office on the day of their hearings or for staff meetings. This option is not open to the rest of staff because of the need to serve the public. The male Senior Administrative Law Judge works at home 3 days per week; the female works one extremely long day in the office in order to take one day off per week, and works at home two days per week. The female Deputy Director comes in late and usually leaves late, and takes work home on an as-needed basis. Childcare and family leave requests are routinely accommodated by the department, and are generated by male and female members of the staff.

At the time the data for this analysis was collected, an additional "best practice" of the Rent Board was the offering of attorney positions on a half-time basis. For the past several years, three of the Hearing Officer (now Administrative Law Judge) positions were split into six half-time positions. However, while the agency had assumed that the bulk of these would be used by working parents, especially mothers, that turned out to be the exception rather than the rule. Prior to the promotion from Hearing Officers to Administrative Law Judges, and a commensurate increase in salary, the salary for these half-time positions was insufficient for most working parents. For male attorneys, even the full-time salary was not enough. The Hearing Officer unit tended to be female-dominated at the full-time end; the half-timers were male attorneys who used the position as

"bread and butter" to buffer their solo law practices. Upon entering this year's budget cycle, the agency was faced with a significant shortfall which could not be covered long-term by the temporary \$3.00 increase in the rental unit fee borne by the landlords (see "Budget", above). With the Department facing a budget shortfall, it was the recommendation of the Board of Supervisor's Budget Analyst that the Department cut the half-time positions, in order to save the costs of paying double benefits. It would have been difficult for the Department to advance an argument on gender lines, since that was not who was utilizing the half-time positions. Still, the loss of half-time professional positions creates a less "family-friendly" context: it is unlikely that these more expensive positions will be recouped any time in the foreseeable future.

Recommendation: that it be a Citywide policy to retain half-time positions as options for employees, rather than leaving this fight for each Department to wage alone.

PART 3: SAN FRANCISCO LABOR MARKET AVAILABILITY

JOB CATEGORY	MALE						FEMALE					
	W	B	H	A/PI	A/AN	TOTAL	W	B	H	A/PI	A/AN	TOTAL
Civilian Labor Force	28.8	4.4	7.3	13.5	0.2	54.3	23.2	3.8	5.5	12.9	0.2	45.7
JOB CATEGORY	MALE						FEMALE					
	W	B	H	A/PI	A/AN	TOTAL	W	B	H	A/PI	A/AN	TOTAL
Officials/Admin 2	44.7	1.8	3.9	8.0	0.2	58.5	31.1	1.7	2.7	5.7	0.2	41.5
Professionals 27	40.7	1.6	2.8	6.9	0.1	52.2	35.8	1.9	3.0	6.8	0.2	47.8
Technicians	44.4	2.2	4.5	11.1	0.2	62.5	24.3	2.1	2.6	8.3	0.1	37.5
Protective Service-0	51.5	10.4	8.9	12.9	0.5	84.4	9.3	2.9	1.4	1.8	0.3	15.6
Paraprofes- sionals-0	6.6	2.5	2.0	3.4	0.1	14.6	36.7	9.5	20.4	18.1	0.4	85.4
Clerical-4	18	2.6	4	8.1	0.2	32.9	38.8	4.9	8	14.9	0.3	67.1
Skilled Craft-0	55.8	4.7	16.8	13	0.4	90.8	5.2	0.5	1.4	2	0.1	9.2
Service-0	24.5	5.4	19.1	15.1	0.2	64.4	12.4	2.2	9.5	11.3	0.1	35.6



City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES FEBRUARY 28, 2001

1. CALL TO ORDER/ROLL CALL

Emily Murase, Chair called the meeting to order.

Task Force Members	Staff	Public
Ken Theisen	Latika Malkani, DOSW	David Assmann, Dept. of Environment
Pansy Waller	Ann Lehman, DOSW	
Dorothy Yee	Sonia Melara, DOSW	
Emily Murase	Amy Ackerman, Deputy City Attorney	
Cosette Thompson		
Kristanti Dharmaraj		

2. ADOPTION OF AGENDA & ADOPTION OF MINUTES:

Ken Theisen moved, Pansy Waller seconded, and the Task Force unanimously passed the agenda and minutes of the meeting on January 24, 2001.

3. NEW BUSINESS

- ❑ **ACTION ITEM/DISCUSSION ITEM:** *Review of schedule of meetings for 2001.* Dorothy Yee moved, Khristani Dharmaraj seconded, the Task Force unanimously passed the following schedule of meetings for 2001 all held at **City Hall, Room 278, Board of Supervisors Conference Room**. Each meeting is set from 2:30 pm – 4:30 pm on the following dates:

- January 24,
- February 28,
- April 25,
- May 23,
- July 25,
- September 26,
- November 28, 2001.

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- ❑ **ACTION ITEM/DISCUSSION ITEM:** *Report from CEDAW liaison from the Environment Department on their gender analysis report and discussion of Task Force recommendations.* David Assmann, Deputy Director of the Department of

Environment summarized his department's gender analysis report (attached). The CEDAW Task Force focused on including gender in the strategic planning process (mission statement and strategic objectives, performance measures, and goals), and the development of programs and service indicators. In particular, the inclusion of gender in the RFP process (from draft of RFP, outreach, recruitment, review panels, and for the distribution of funds for \$13 million grant program at Bayview/Hunter's Point and Potrero Hill neighborhoods). The funds are being given for energy, environmental health, and environmental justice. Members of the Task Force suggested that The Women's Foundation may be able to provide specific gender related questions to ask funding applicants. The Task Force members emphasized that gender analysis goes beyond merely counting how many women or men are selected and instead looks at whether people have an understanding at how gender affects their work.

The Task Force also focused on the impact of gender in the Clean Air Program. A review of the scientific literature on gender impacts of environmental issues had not been conducted. The Task Force suggested that perhaps an intern could work on this project. Additionally, as noted in the analysis, the department needs to expand its recruitment efforts to include making outreach calls to advocates of color and scientific women's groups, following up on leads, offering paid internships, continuing to develop flexible work options (flexible arrival times and moving to a 9/80 work schedule) and starting to offer childcare resource referrals. Lastly, the department agreed to make its recommendations more specific.

- ❑ **ACTION ITEM:** *Adoption of gender analysis response and recommendations for the Rent Board.* Ken Theisen, CEDAW Task Force point person, is reviewing the CEDAW Task Force . Once this is completed, staff will distribute it and ask other CEDAW Task Force members for input before submitting a final report to the Rent Board Department.

4. OLD BUSINESS

- ❑ **DISCUSSION ITEM:** *Progress report on citywide work-life survey.* Staff reported that the survey was sent out to all department heads in late January and that, thus far, seven responses had been received. A number of people had raised concerns regarding legal liability issues that might occur with the information gathering. After a detailed discussion regarding potential liability issues and options for dealing with them, the Task Force unanimously decided to continue with the work-life survey and pursue a partnership with Department of Human Resources.
- ❑ **ACTION ITEM/SCHEDULE ITEM:** *Review of schedule and protocols* for review of each department's gender analysis (Rent Board, Art Commission, Adult Probation, and Environment) and monitoring of action plans (DPW and Juvenile Probation). Due to time constraints this item was not discussed.

- ❑ **DISCUSSION ITEM:** *Report on Public Awareness Campaign.* Due to time constraints this item was not discussed.

5. PUBLIC COMMENT

Included in discussions above.

6. ANNOUNCEMENTS

Sonia Melara, departing Executive Director of the Department of the Status of Women discussed her suggestion that CEDAW Task Force begin to work with the private sector in an effort to bring CEDAW to a wider audience.

Latika Malkani, departing CEDAW Policy Analyst, urged the CEDAW Task Force to focus its future efforts on the needs of immigrant women.

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In April 1998, the City and County of San Francisco passed an ordinance (Chapter 12K of the Administrative Code) to locally implement the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). CEDAW provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. It defines discrimination against women and girls as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."¹ CEDAW ensures the protection of human rights, "those rights that every human being possesses and is entitled to enjoy simply by virtue of being human."² In San Francisco, ensuring human rights means that City government must proactively take steps to eliminate discrimination against women and girls.

The CEDAW Task Force through the Department on the Status of Women (DOSW) has worked with the Department of the Environment for a year preparing a "gender analysis" of its budget, services and employment practices. This report summarizes the gender analysis that was performed throughout the year 2000. A number of best practices were identified, as were needed areas of improvement.

Methodology

The gender analysis was completed by Department staff working collaboratively with Ms. Latika Malkani from the Commission on the Status of Women. Marina Kipnis, the Department's Executive Assistant, was the lead staff member at the Department in organizing meetings, writing and distributing the survey and preparing the initial documentation. When Ms. Kipnis left the Department in December, 2000, completion of the final report became the responsibility of David Assmann, Deputy Director.

Initially, all employees were trained in human rights with a gender perspective. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. Next, staff spent considerable time and effort gathering data, and with the assistance of DOSW staff, analyzing information and making recommendations.

A. Overview

The San Francisco Department of Environment (SFE) is one of the newest of the City's Departments – it was founded by a voter approved charter amendment in 1995, and began operations in early 1996. It is still one of the smallest Departments in the City – for 2000-2001, the Department had 13.29 FTE staff and an annual budget of \$1,578,034. Virtually all the staff is new – the longest serving staff member started in April 1999 (the Clean Air Program staff have been with the City for a longer period of time, but not as part of the Department of the Environment), and more than three-quarters of the staff have been with the Department for less than 1 year.

Although the Department is small by City department standards, it has a large and important mission. The Department's overall mission is to improve, enhance and preserve the environment and promote San Francisco's long term environmental sustainability.

The Department reports to the Commission on the Environment, which consists of seven members appointed by the Mayor for four-year terms. The Department of the Environment is responsible for regularly producing an assessment of San Francisco's environmental condition. It must also produce and regularly update plans for the long-term environmental sustainability of San Francisco.

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The Commission on the Environment is empowered by the Charter to investigate and make recommendations to all City agencies related to operations and functions, including:

1. Solid waste management;
2. Recycling;
3. Energy conservation;
4. Natural resource conservation;
5. Environmental inspections;
6. Toxics;
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8. Habitat restoration; and
9. Hazardous materials.

The Department has three program areas that were developed in support of ordinances passed by the Board of Supervisors. These are the Clean Air Program, the Resource Efficient Building Program and the Integrated Pest Management Program. Of these, the Clean Air Program is the largest and most established, with five full time staff. The Integrated Pest Management Program and the Resource Efficient Building Program each have one staff person, and the Integrated Pest Management Program also has the assistance of one part time intern.

In addition to the three programs mandated by ordinance, the Department conducts extensive public outreach and works on a variety of issues that come before the Environmental Commission, including issues of toxics reduction (such as dioxin, mercury and pentachlorophenol), recycling, habitat conservation, energy conservation, renewable energy, and urban forestry. The Department has just integrated the Resource Efficient Building Program into a new Resource Efficiency Program, which includes the addition of a new staff person to work on energy conservation and other resource efficiency issues.

One of the largest new initiatives that the Department is responsible for is administering a new \$13 million dollar grant program for the Bayview/Hunter's Point and Potrero Hill neighborhoods. The California Legislature recognizing that the residents of Hunters Point and Potrero Hill neighborhoods have disproportionately suffered from the presence of power plants in their neighborhoods, appropriated \$13 million to the City to mitigate the impacts of the sale and possible expansion of the Potrero plant and the ultimate shutdown of the Hunters Point plant.

The Department and the Commission on the Environment is responsible for developing and implementing the grant program. The Department and Commission has sought input from the public, City officials, non-profit organizations, and foundations, and has held five public meetings, including two in the affected communities, to ensure that all comments and concerns were considered in developing the grant program. Based on the state appropriation, public input and staff recommendations, projects are currently being considered in the following areas: Environmental Justice, Environmental Health and Energy and Climate Change. The grant criteria for each of those three areas are outlined below:

Environmental Justice - Across the United States, low-income and communities of color bear a disproportionate burden from environmental pollution. Communities are recognizing the need for broader social solutions beyond the mitigation of a particular risk or environmental hazard, such as adequate access to health care and education, better job opportunities, affordable and healthy housing, inclusiveness in decision-making, and the development of community responses to problems. Funding in the environmental justice category will include projects that address environmental pollution education and organizing, land use, economic and infrastructure development, and community empowerment.

Environmental Health - The rapidly emerging field of environmental health shows that health practitioners and the public are recognizing the connection between the physical environment and human health. For example, a toxic environment can affect sexual development and reproduction, and has also been linked to dramatic increases in cancer and asthma among its residents. Air pollution, water quality and chemical emissions also affect environmental health and wellbeing. Funded projects will improve the environmental health of the community members and will focus on pollution prevention and education; open space and recreation creation and enhancement; and nutrition.

Energy and Climate Change - Energy generation and use has a direct effect on the environment in which we live. Power plants and transportation are among the largest sources of air pollution as the fossil fuels that power most plants and vehicles directly contribute to global warming. Renewable energy, such as solar and wind, reduce air pollution and help protect the environment. Energy efficiency programs help conserve energy and save money. Funding in the energy and climate change arena will promote renewable energy and energy efficiency, reduce the use and generation of fossil fuels, and develop and promote alternative fuels and modes of transportation.

Strategic Plans/Public Meetings

The Department currently does not have a strategic plan, other than the City's Sustainability Plan, developed through an extensive public process in 1996, with hundreds of participants. The Sustainability Plan was adopted as official City policy in 1997, but it is not set up as an easily implementable strategic plan. A long term planning process was initiated for the first time in fall of 2000, and while short-term goals have been developed for the next fiscal year (2001-2002), no long-term strategic plan has yet been put into place. There are plans for annual retreats, both for the Department and the Commission, in order to help develop both short and long term strategic plans. Commission retreats are open to the public and advertised via email, mail and ads. While gender analysis has not been used in the process of analyzing public input, we have a diverse mailing list and publicize our meetings extensively, including keeping mailing lists of anyone who wishes to be notified of upcoming meetings and issues. While the Commission's planning retreats are usually not attended by many members of the public, we do have a large number of attendees at many of the Commission's public meetings. Asking for voluntary diversity self-identification at public meetings would help the Department determine the diversity of our community input. **Recommendation:** The Commission set up a mechanism for members of the public to voluntarily self identify diversity at public meetings, including diversity of membership if the input is coming from a representative of an organization.

Annual Strategic Plans

All program managers are involved in the process of developing annual plans, and these are discussed at staff meetings. Gender analysis has not been used in the determination of strategic issues, primarily because our program areas and projects are determined by ordinances (such as the Clean Air, Integrated Pest Management, and Resource Efficient Building) or by resolutions from the Environmental Commission or Board of Supervisors.

The following feedback on strategic planning came from the gender analysis survey conducted with employees:

- Strategic Planning retreat was open, allowing staff to provide input to future direction
- Process is too young to assess
- Recommendation: To ensure full participation, facilitator should meet individually and confidentially with employees to get ideas and issues

Given the limited resources of the Department, and the responsibilities of individual staff, it has been difficult to set aside adequate time for strategic planning. Additional financial and staff resources are needed if the Department is to adequately conduct strategic planning processes. And, while setting aside time for the facilitator to meet individually with each employee would help maximize the effectiveness of the planning process, it is not practical given current time and resource constraints. However, it would be feasible to consider a mechanism for employees to confidentially give feedback to the facilitator prior to the planning meetings.

Recommendation: For future planning retreats, set up a mechanism for employees to give feedback to the facilitator prior to the actual retreat. This could be done by email.

As the Department builds its new strategic planning process, it may benefit from integrating gender into this process. For example, program areas could be studied to determine whom they serve, paying particular attention to gender, ethnicity, and other self-identified criteria. This examination would aide in better documenting whether the Department is meeting its goal of serving the needs of a diverse population. Participating in the current gender analysis has been the first opportunity for the Department to formally look at gender impact.

Recommendation: The Department look for additional financial and staff resources to survey constituents served and thereby be able to conduct comprehensive planning processes, including the integration of gender analysis into each process.

B. Budget Questions

The budget is developed by individual program managers, who submitted their proposed budget to the Deputy Director. The Deputy Director reviews each budget with individual program managers and then discusses recommendations with the Director for the final budget proposal. A draft budget is then submitted to the Mayor's Budget Analyst and then to the Commission on the Environment before being formally submitted to the Mayor's office. The following table outlines the budget process & who is involved:

Job Title	Gender	Race/Ethnicity
Director (Reviews/Final Decision)	female	white
Deputy Director (Reviews/Makes Recommendations)	male	white
Program Manager Integrated Pest Management Program (Prepares Program Budget)	female	white
Program Manager Resource Efficiency Program (Prepares Program Budget)	male	white
Program Manager Clean Air Program (Prepares Program Budget)	male	white
Commission Secretary (Prepares Commission/Grant Budget)	female	Asian
Program Manager Public Information (Prepares Program Budget)	male	white

As evident from the above chart, the department needs to diversify its management staff. We recognize the importance of ethnic diversity at all level, especially at more senior levels where policy and budgetary decisions are made. Since its inception, and especially over the past 2 years, the Department has made a big push to strengthen its recruitment of underrepresented persons. This is discussed more thoroughly below, under "Employment: Recruitment."

While our budget priorities primarily reflect mandated programs, such as the Clean Air Program, the Integrated Pest Management Program, and the Resource Efficient Building Program, there are gender implications in our priorities. For example, exposure to pesticides, pollutants in the air and poor indoor air quality, can have a greater detrimental effect on pregnant women. The department recognizes that the way in which information is collected and analyzed is critical to the development and application of a gender perspective. Appropriate procedures in this regard will assist in recognizing gender patterns in services and budget concerns. At this point, however, we have not had the resources to conduct a proper analysis of the gender impact of our programs. There would be two ways of doing a proper analysis. The first would be to add the responsibility to each program area, and expand the staff to allow them the time to conduct the necessary analysis work, which could include reviewing the programs and the scientific literature on gender impacts of environmental issues. The second would be to hire a

consultant to look at the environmental priorities of the Department and examine the gender implications of the work conducted by the Department.

Recommendation: The Department prepare an outline of the resources that would be required to incorporate gender analysis into programs and priorities.

The following feedback on budgeting came from the gender analysis survey conducted with employees:

- Program directors are responsible for proposing their budgets
- Program staff feels involved in the budget process

Performance Measures

Performance measures are determined annually as part of the budget process. Each program director prepares performance goals as part of the budget process, and they are reviewed in the same manner as the budget. Gender has not been explicitly used in the determination of performance measures in the past. The performance measure system has not been adequate, particularly since the current system does not allow for easily adding or changing goals. It is our intention to totally overhaul our performance measures before preparing the next budget.

Recommendation: Incorporate gender analysis into the performance measure process for next year including mechanisms for tracking all community input by at least gender and ethnicity.

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
IPM Program			
Requests for exemptions processed in a timely fashion.	On-time; complete	On-time; complete	On-time; complete
Review of departments' implementation plans; assistance to comply.	All departments have submitted acceptable plans	80% of departments in compliance	All departments in compliance
Public educated about benefits of less-toxic approach.	IPM reference library developed	Pesticide fact sheets published; new article published	Post all pest fact sheets, add IPM information to SFE web site; least-toxic pesticide list completed
Coordination of IPM Activities			Centralize program under SFE
Resource Efficient Building			
Development of proposed program	Implementation of goals depending on final content of ordinance, if passed		Passage of Resource Efficient Building Ordinance: hire coordinator and begin pilot project planning; co-host PVC-free building conference
Public Outreach (broad range of mandated topics)			
Engage citizens/youth	Volunteer program expanded	Feasibility studied and new program developed	Recruitment and retention of 2 part time volunteer/interns every month Global Warming Essay/Art Contest for

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
			Kids
Outreach on environmental issues to the community	Speakers Bureau established	Put on hold pending program reorganization	
Outreach on environmental issues to the community (cont.)	Regular contributions to print media on sustainability and other environmental issues Web site expanded	Put on hold pending program reorganization SFE and Commission Web sites redesigned and expanded; important Dept. and Commission documents posted online regularly	Regular contributions to print media on sustainability and other environmental issues Continue Web site expansion Develop logo Establish an Environmental Information Center as part of the SFE office COE meetings held in neighborhoods

C. SERVICE QUESTIONS

Fiscal Year 2000 Revenue \$1,716,300

Program Title	Dollars	Source	Source Limitations	% of Total
Administration, Policy, Outreach and Special Projects	\$594,000	General Fund	Tied to Projects in Budget	35%
Integrated Pest Management	\$125,300	Other City Departments	Can only be used on Integrated Pest Management Programs	7%
Clean Air Program	\$590,000	State, Local Grants, General Fund	Funds tied to specific Clean Air Projects	34%
Resource Efficiency Program	\$407,000	General Fund, Other Departments, Capital Fund	Funds for Resource Efficient Building Program and Energy Conservation Programs	24%

Most of the programs offered by the Department of the Environment are new – the Resource Efficiency Program, for example, was set up in the fall of 2000, and the Clean Air Program joined the Department of the Environment in July 2000. The Resource Efficient Building Program has only been in place for two years and the Integrated Pest Management Program was started in 1998. As a result, we are just starting to implement systems for short and long term planning, design of programs and evaluation of services.

The following feedback on services came from the gender analysis survey conducted with employees:

- Hasn't yet been a thorough evaluation of services because programs are fairly new
- Program staff feels involved in this process

- Recommendation: Generate evaluation measures for all services. In doing this, give staff sufficient time to adequately develop these measures. *COSW RECOMMENDATION: Integrate gender concerns into the development of evaluation measures.*

D. EMPLOYMENT QUESTIONS

Overall Workforce Composition:

- 1) Review data:
 - a. Women comprise 38% of the professional and official level positions (3/8) and 62% are men (5/8)
 - b. Of the female-held professional and official positions, 2 of the 3 are white and one Indian.
 - c. Of the male-held professional and official-level positions, all are white (5/5).
 - d. Men hold all three technical positions
 - e. Of the male-held technical positions, two are white, and one is Asian
 - f. The one skilled craft position (shuttle driver) is held by a female African American
 - g. Four of the seven commissioners are white and three are people of color
 - h. Four of the seven commissioners are women and three are men
- 2) Best practices:
 - a) SFE exceeded the identified labor pool of women officials for their specific job category: in the City, the labor pool data showed that there is an availability of 41.5% women officials and administrators and the department has 50% women officials (1/2).
- 3) Room to improve:
 - a. The department found that it came short of meeting the identified labor pool of women professional percentage. Women hold 33% of professional positions while the labor pool data shows that there is an availability of 47.8% women professionals.
 - b. The department has only one person of color in a professional level position. This underrepresentation reflects the low number of people of color with experience in environmental advocacy. Notwithstanding, SFE needs to take extra steps in the recruitment effort (as discussed below) in order to attract people of color to future job openings.

Unfortunately there is little diversity in a number of the areas that the Department of the Environment focuses on, giving us a very limited pool from which to find qualified applicants. And while the number of women working in environmental programs has increased, the number of people of color in the same programs is still very small. This presents us with a major challenge, since it is still difficult to find a diverse pool of qualified candidates, even with better recruitment practices.

Recruitment:

- 1) Review data:
 - a. When recruiting for a job opening, SFE posts the job announcement on the City website, as well as on opportunity NOCS, Jobseeker, and Ejobs. Job announcements are also listed in various community newspapers including China Press, Chinese Times, El Reportero, San Francisco Bay Times, San Francisco Bay View, Small Business Exchange and Craigs list. In addition, the posting is mailed out to the entire mailing list consisting of community-based and environmental groups across the country.
- 2) Best Practices:
 1. Because people of color are underrepresented in the environmental policymaking labor pool, SFE tries to go beyond the traditional environmental mediums by advertising with various outreach newspapers, as mentioned above.
- 3) Room to Improve:

a. While SFE advertises job announcement in nontraditional community newspapers and publications, the final hiring has not resulted in a stronger representation of people of color in professional level positions. Therefore, SFE has to put more effort in doing outreach that goes beyond the traditional method of posting the job announcement. This might involve making a personal outreach call to some of the advocates of color who are working in the environmental field, getting leads and following up on those leads. Because this might involve quite some time and energy, SFE might need to identify additional funds to ensure that such an individualized outreach is possible.

The following feedback on employee recruitment/hiring came from the gender analysis survey conducted with employees:

- Recruitment suggestions included: sending to women's organizations, universities (for graduating students), other local govt. entities (including those outside CA), professional associations (including newsletters and email lists), including specialized professional associations (like the Association of Black Engineers and the Women Energy Associates)
- Hiring suggestions included having a diverse (gender, ethnicity, age) interview panel that is aware of the male/female ratio within the department. Particular attention should be paid to ensuring a workforce that is diverse, including with respect to age.
- Internships should be paid to attract intelligent, qualified interns who are career-tracked for this field and who will remain with the department for some time.
- Recommendation: as department grows, recruit/hire staff so that males and female are more equitably represented in both admin (currently more female) and program (currently more male) staff
- Recommendation: create more entry level program positions to foster women and people of color, who typically do not have the requisite level of experience in this newer field
- The DHR city process is long, impersonal, and inappropriate for professional positions where talented people of color and women have to be wooed. The entire City hiring process needs to be revamped.

The Department has, however, conducted extensive recruitment and outreach to ensure equal opportunity and hiring. These efforts need to be maintained and expanded, particularly since as the Department has expanded into additional program areas, the percentage of women in professional and official positions has declined.

The Department also needs to do a better job in diversifying its hiring panels and keep diversity in the forefront of recruiting for any new positions. The recruitment suggestions listed above will be incorporated into all future hiring processes.

Recommendation: The Department take steps to ensure that diversity is always a prime consideration in recruiting, and do what it can to foster experience in environmental fields through promoting paid internships and entry level positions aimed at recruiting people of color to specialized environmental programs. Diversity should also be a consideration in planning for new program areas.

Performance Reviews and Management:

1. Review data

SFE uses the standard City evaluation form with an additional section for narrative. The process involves first meeting with your supervisor to have a goal-setting meeting, then a mid-year progress assessment meeting at the six-month mark, and a performance evaluation at the end of the year. The end-of-the-year evaluation includes four steps: 1) an employee self-evaluation, 2) supervisor evaluation of the employee, 3) meeting to discuss the evaluation, and 4) final evaluation written by the supervisor. The director follows the pay-per-performance review process.

2. Best Practices

The City Evaluation process for managers and supervisors is comprehensive and extensive. Although the evaluation is designed only for managers and supervisors, the Department of the Environment will be using it for all evaluations.

3. Room to Improve

The Department is behind schedule on conducting performance evaluations, and needs to get back on schedule.

The following feedback on evaluation/management skills came from the gender analysis survey conducted with employees:

- In general, management skills could be improved.
- Recommendation: Periodically, ask staff to evaluate managers so that the evaluation process is mutual. Within the process, focus on areas of improvement.
- There is often too much work to focus on professional development
- On the other hand, some program staff feels that the innovative work itself allows for professional growth
- Both program and administrative staff appear to feel an urgency to get work done, a time crunch
- Recommendation: Quarterly meetings between staff and management to discuss work progress, evaluation, and professional development and promotion
- The department is too small and too new to assess the issue of promotions

Recommendation: The Department should ensure that reviews are conducted on a timely basis, and that time be allocated for regular meetings and feedback sessions with staff.

Flexibility, Health & Safety and Family Care & Benefits

The following feedback on flexibility in time and place, health & safety and family care & benefits came from the gender analysis survey conducted with employees:

FLEXIBILITY IN TIME AND PLACE

- There is strong employee interest in a 9/80 schedule. Fridays are desired day off; constraints could be demand of workload.
- There is significant employee interest in telecommuting, due to reduced commute time, allowing for a quiet atmosphere, environmental benefits, allowing for more time with self/family.
- Employees say that telecommuters should be trusted to work at home, and evaluated on merit (are they completing their work?). Employees could be called when questions arise
- There were differing opinions on criteria for priority, including length of commute. Some staff felt that there should be no priority and rotation was a fair system to ensure office coverage
- Employees felt the office was flexible in allowing them to arrive as desired, but would like to see this flexibility expanded to a 9/80 schedule option
- Employees are more focused on getting the job done and can forget to record overtime as comp time, and will stay late is needed to get the work done
- Some employees say they cannot afford to work part-time due to the high cost of living in the Bay Area

HEALTH & SAFETY

- Female employees were particularly concerned about having to take public transportation at night (due to meetings, working late, etc.) rather than being able to expense a cab on those few occasions

FAMILY CARE & BENEFITS

- Employees of varied family types (including single adults) expressed a need for more personal time in their lives (no time to make dinner, clean the house, exercise, sleep enough, etc.)
- Employees desire reliable, affordable part-time or occasional childcare—this is especially needed when kids are sick and cannot attend day care, share cares, etc.

The Department is looking into, and hopes to be able to implement a flexible work schedule in the near future.

Recommendation: That the Department review flexible work schedules, health and safety issues and family care issues on a regular basis.





City & County of San Francisco Commission on the Status of Women

25 Van Ness, Room 130, San Francisco, CA 94102

(415) 252-2570 FAX (415) 252-2575

Sonia Melara, Executive Director

City and County of San Francisco

CEDAW Task Force Meeting

Wednesday, April 25, 2001

2:30-4:30 p.m.

Room 278 (Board of Supervisors Conference Room)

CITY HALL (#1 Dr. Carlton B. Goodlett Place)

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

DOCUMENTS DEPT.

1. CALL TO ORDER/ROLL CALL

APR - 3 2001

2. ADOPTION OF AGENDA

SAN FRANCISCO
PUBLIC LIBRARY

3. ADOPTION OF MINUTES

- ☐ Minutes of meetings on February 28, 2001

4. NEW BUSINESS

- ☐ **ACTION ITEM/DISCUSSION ITEM:** Report from the Arts Commission CEDAW liaison on the department's gender analysis report and discussion of Task Force recommendations.
- ☐ **ACTION ITEM:** Adoption of gender analysis response and recommendations for the Rent Board.

- ❑ **REVIEW AND DISCUSSION OF ENVIRONMENT DEPARTMENT'S REVISED GENDER ANALYSIS**
- ❑ **DISCUSSION/ACTION ITEM:** Retreat to plan future CEDAW work.
- ❑ **DISCUSSION ITEM:** Appointment of Task Force members and designees.

5. OLD BUSINESS

- ❑ **DISCUSSION ITEM:** Staff progress report on citywide work-life survey.
- ❑ **ACTION ITEM/SCHEDULE ITEM:** Review of schedule and protocols for the review of each department's gender analysis (Rent Board, Art Commission, Adult Probation, and Environment) and monitoring of action plans (Department of Public Works and Juvenile Probation).
- ❑ **DISCUSSION ITEM:** Report on public awareness campaign.

Know Your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the peoples business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at Phone: (415) 554-7724, Fax: (415) 554-5163 E-mail: Donna_Hall@ci.sf.ca.us

The ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Attention: Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (SF Admin Code 16.520 - 16.534) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at 1390 Market Street #701, San Francisco, CA 94102, telephone (415) 554-9510, fax (415) 703-0121 and web site <http://www.ci.sf.ca.us/ethics>.

Gender Study Report – Department of the Environment

In April 1998, the City and County of San Francisco passed an ordinance (Chapter 12K of the Administrative Code) to locally implement the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). CEDAW provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. It defines discrimination against women and girls as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."¹ CEDAW ensures the protection of human rights, "those rights that every human being possesses and is entitled to enjoy simply by virtue of being human."² In San Francisco, ensuring human rights means that City government must proactively take steps to eliminate discrimination against women and girls.

The CEDAW Task Force through the Department on the Status of Women (DOSW) has worked with the Department of the Environment for a year preparing a "gender analysis" of its budget, services and employment practices. This report summarizes the gender analysis that was performed throughout the year 2000. A number of best practices were identified, as were needed areas of improvement.

Methodology

The gender analysis was completed by Department staff working collaboratively with Ms. Latika Malkani from the Commission on the Status of Women. Marina Kipnis, the Department's Executive Assistant, was the lead staff member at the Department in organizing meetings, writing and distributing the survey and preparing the initial documentation. When Ms. Kipnis left the Department in December, 2000, completion of the final report became the responsibility of David Assmann, Deputy Director.

Initially, all employees were trained in human rights with a gender perspective. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. Next, staff spent considerable time and effort gathering data, and with the assistance of DOSW staff, analyzing information and making recommendations.

A. Overview

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The Department and the Commission on the Environment is responsible for developing and implementing the grant program. The Department and Commission has sought input from the public, City officials, non-profit organizations, and foundations, and has held five public meetings, including two in the affected communities, to ensure that all comments and concerns were considered in developing the grant program. Based on the state appropriation, public input and staff recommendations, projects are currently being considered in the following areas: Environmental Justice, Environmental Health and Energy and Climate Change. The grant criteria for each of those three areas are outlined below:

Environmental Justice - Across the United States, low-income and communities of color bear a disproportionate burden from environmental pollution. Communities are recognizing the need for broader social solutions beyond the mitigation of a particular risk or environmental hazard, such as adequate access to health care and education, better job opportunities, affordable and healthy housing, inclusiveness in decision-making, and the development of community responses to problems. Funding in the environmental justice category will include projects that address environmental pollution education and organizing, land use, economic and infrastructure development, and community empowerment.

Environmental Health - The rapidly emerging field of environmental health shows that health practitioners and the public are recognizing the connection between the physical environment and human health. For example, a toxic environment can affect sexual development and reproduction, and has also been linked to dramatic increases in cancer and asthma among its residents. Air pollution, water quality and chemical emissions also affect environmental health and wellbeing. Funded projects will improve the environmental health of the community members and will focus on pollution prevention and education; open space and recreation creation and enhancement; and nutrition.



Energy and Climate Change - Energy generation and use has a direct effect on the environment in which we live. Power plants and transportation are among the largest sources of air pollution as the fossil fuels that power most plants and vehicles directly contribute to global warming. Renewable energy, such as solar and wind, reduce air pollution and help protect the environment. Energy efficiency programs help conserve energy and save money. Funding in the energy and climate change arena will promote renewable energy and energy efficiency, reduce the use and generation of fossil fuels, and develop and promote alternative fuels and modes of transportation.

Strategic Plans/Public Meetings

The Department currently does not have a strategic plan, other than the City's Sustainability Plan, developed through an extensive public process in 1996, with hundreds of participants. The Sustainability Plan was adopted as official City policy in 1997, but it is not set up as an easily implementable strategic plan. A long term planning process was initiated for the first time in fall of 2000, and while short-term goals have been developed for the next fiscal year (2001-2002), no long-term strategic plan has yet been put into place. There are plans for annual retreats, both for the Department and the Commission, in order to help develop both short and long term strategic plans. Commission retreats are open to the public and advertised via email, mail and ads. While gender analysis has not been used in the process of analyzing public input, we have a diverse mailing list and publicize our meetings extensively, including keeping mailing lists of anyone who wishes to be notified of upcoming meetings and issues. While the Commission's planning retreats are usually not attended by many members of the public, we do have a large number of attendees at many of the Commission's public meetings. Asking for voluntary diversity self-identification at public meetings would help the Department determine the diversity of our community input. **Recommendation:** The Commission set up a mechanism for members of the public to voluntarily self identify diversity at public meetings, including diversity of membership if the input is coming from a representative of an organization.

Annual Strategic Plans

All program managers are involved in the process of developing annual plans, and these are discussed at staff meetings. Gender analysis has not been used in the determination of strategic issues, primarily because our program areas and projects are determined by ordinances (such as the Clean Air, Integrated Pest Management, and Resource Efficient Building) or by resolutions from the Environmental Commission or Board of Supervisors.

The following feedback on strategic planning came from the gender analysis survey conducted with employees:

- Strategic Planning retreat was open, allowing staff to provide input to future direction
- Process is too young to assess
- Recommendation: To ensure full participation, facilitator should meet individually and confidentially with employees to get ideas and issues

Given the limited resources of the Department, and the responsibilities of individual staff, it has been difficult to set aside adequate time for strategic planning. Additional financial and staff resources are needed if the Department is to adequately conduct strategic planning processes. And, while setting aside time for the facilitator to meet individually with each employee would help maximize the effectiveness of the planning process, it is not practical given current time and resource constraints. However, it would be feasible to consider a mechanism for employees to confidentially give feedback to the facilitator prior to the planning meetings.

Recommendation: For future planning retreats, set up a mechanism for employees to give feedback to the facilitator prior to the actual retreat. This could be done by email.

As the Department builds its new strategic planning process, it may benefit from integrating gender into this process. For example, program areas could be studied to determine whom they serve, paying particular attention to gender, ethnicity, and other self-identified criteria. This examination would aide in better documenting whether the Department is meeting its goal of serving the needs of a diverse population. Participating in the current gender analysis has been the first opportunity for the Department to formally look at gender impact.

Recommendation: The Department look for additional financial and staff resources to survey constituents served and thereby be able to conduct comprehensive planning processes, including the integration of gender analysis into each process.

B. Budget Questions

The budget is developed by individual program managers, who submitted their proposed budget to the Deputy Director. The Deputy Director reviews each budget with individual program managers and then discusses recommendations with the Director for the final budget proposal. A draft budget is then submitted to the Mayor's Budget Analyst and then to the Commission on the Environment before being formally submitted to the Mayor's office. The following table outlines the budget process & who is involved:

Job Title	Gender	Race/Ethnicity
Director (Reviews/Final Decision)	female	white
Deputy Director (Reviews/Makes Recommendations)	male	white
Program Manager Integrated Pest Management Program (Prepares Program Budget)	female	white
Program Manager Resource Efficiency Program (Prepares Program Budget)	male	white
Program Manager Clean Air Program (Prepares Program Budget)	male	white
Commission Secretary (Prepares Commission/Grant Budget)	female	Asian
Program Manager Public Information (Prepares Program Budget)	male	white

As evident from the above chart, the department needs to diversify its management staff. We recognize the importance of ethnic diversity at all level, especially at more senior levels where policy and budgetary decisions are made. Since its inception, and especially over the past 2 years, the Department has made a big push to strengthen its recruitment of underrepresented persons. This is discussed more thoroughly below, under "Employment: Recruitment."

While our budget priorities primarily reflect mandated programs, such as the Clean Air Program, the Integrated Pest Management Program, and the Resource Efficient Building Program, there are gender implications in our priorities. For example, exposure to pesticides, pollutants in the air and poor indoor air quality, can have a greater detrimental effect on pregnant women. The department recognizes that the way in which information is collected and analyzed is critical to the development and application of a gender perspective. Appropriate procedures in this regard will assist in recognizing gender patterns in services and budget concerns. At this point, however, we have not had the resources to conduct a proper analysis of the gender impact of our programs. There would be two ways of doing a proper analysis. The first would be to add the responsibility to each program area, and expand the staff to allow them the time to conduct the necessary analysis work, which could include reviewing the programs and the scientific literature on gender impacts of environmental issues. The second would be to hire a

consultant to look at the environmental priorities of the Department and examine the gender implications of the work conducted by the Department.

Recommendation: The Department prepare an outline of the resources that would be required to incorporate gender analysis into programs and priorities.

The following feedback on budgeting came from the gender analysis survey conducted with employees:

- Program directors are responsible for proposing their budgets
- Program staff feels involved in the budget process

Performance Measures

Performance measures are determined annually as part of the budget process. Each program director prepares performance goals as part of the budget process, and they are reviewed in the same manner as the budget. Gender has not been explicitly used in the determination of performance measures in the past. The performance measure system has not been adequate, particularly since the current system does not allow for easily adding or changing goals. It is our intention to totally overhaul our performance measures before preparing the next budget.

Recommendation: Incorporate gender analysis into the performance measure process for next year including mechanisms for tracking all community input by at least gender and ethnicity.

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
IPM Program			
Requests for exemptions processed in a timely fashion.	On-time; complete	On-time; complete	On-time; complete
Review of departments' implementation plans; assistance to comply.	All departments have submitted acceptable plans	80% of departments in compliance	All departments in compliance
Public educated about benefits of less-toxic approach.	IPM reference library developed	Pesticide fact sheets published; new article published	Post all pest fact sheets, add IPM information to SFE web site; least-toxic pesticide list completed
Coordination of IPM Activities			Centralize program under SFE
Resource Efficient Building			
Development of proposed program	Implementation of goals depending on final content of ordinance, if passed		Passage of Resource Efficient Building Ordinance; hire coordinator and begin pilot project planning; co-host PVC-free building conference
Public Outreach (broad range of mandated topics)			
Engage citizens/youth	Volunteer program expanded	Feasibility studied and new program developed	Recruitment and retention of 2 part time volunteer/interns every month Global Warming Essay/Art Contest for

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
			Kids
Outreach on environmental issues to the community	Speakers Bureau established	Put on hold pending program reorganization	
Outreach on environmental issues to the community (cont.)	Regular contributions to print media on sustainability and other environmental issues Web site expanded	Put on hold pending program reorganization SFE and Commission Web sites redesigned and expanded; important Dept. and Commission documents posted online regularly	Regular contributions to print media on sustainability and other environmental issues Continue Web site expansion Develop logo Establish an Environmental Information Center as part of the SFE office COE meetings held in neighborhoods

C. SERVICE QUESTIONS

Fiscal Year 2000 Revenue \$1,716,300

Program Title	Dollars	Source	Source Limitations	% of Total
Administration, Policy, Outreach and Special Projects	\$594,000	General Fund	Tied to Projects in Budget	35%
Integrated Pest Management	\$125,300	Other City Departments	Can only be used on Integrated Pest Management Programs	7%
Clean Air Program	\$590,000	State, Local Grants, General Fund	Funds tied to specific Clean Air Projects	34%
Resource Efficiency Program	\$407,000	General Fund, Other Departments, Capital Fund	Funds for Resource Efficient Building Program and Energy Conservation Programs	24%

Most of the programs offered by the Department of the Environment are new – the Resource Efficiency Program, for example, was set up in the fall of 2000, and the Clean Air Program joined the Department of the Environment in July 2000. The Resource Efficient Building Program has only been in place for two years and the Integrated Pest Management Program was started in 1998. As a result, we are just starting to implement systems for short and long term planning, design of programs and evaluation of services.

The following feedback on services came from the gender analysis survey conducted with employees:

- Hasn't yet been a thorough evaluation of services because programs are fairly new
- Program staff feels involved in this process

- Recommendation: Generate evaluation measures for all services. In doing this, give staff sufficient time to adequately develop these measures. *COSW RECOMMENDATION: Integrate gender concerns into the development of evaluation measures.*

D. EMPLOYMENT QUESTIONS

Overall Workforce Composition:

- 1) Review data:
 - a. Women comprise 38% of the professional and official level positions (3/8) and 62% are men (5/8)
 - b. Of the female-held professional and official positions, 2 of the 3 are white and one Indian.
 - c. Of the male-held professional and official-level positions, all are white (5/5).
 - d. Men hold all three technical positions
 - e. Of the male-held technical positions, two are white, and one is Asian
 - f. The one skilled craft position (shuttle driver) is held by a female African American
 - g. Four of the seven commissioners are white and three are people of color
 - h. Four of the seven commissioners are women and three are men
- 2) Best practices:
 - a) SFE exceeded the identified labor pool of women officials for their specific job category: in the City, the labor pool data showed that there is an availability of 41.5% women officials and administrators and the department has 50% women officials (1/2).
- 3) Room to improve:
 - a. The department found that it came short of meeting the identified labor pool of women professional percentage. Women hold 33% of professional positions while the labor pool data shows that there is an availability of 47.8% women professionals.
 - b. The department has only one person of color in a professional level position. This underrepresentation reflects the low number of people of color with experience in environmental advocacy. Notwithstanding, SFE needs to take extra steps in the recruitment effort (as discussed below) in order to attract people of color to future job openings.

Unfortunately there is little diversity in a number of the areas that the Department of the Environment focuses on, giving us a very limited pool from which to find qualified applicants. And while the number of women working in environmental programs has increased, the number of people of color in the same programs is still very small. This presents us with a major challenge, since it is still difficult to find a diverse pool of qualified candidates, even with better recruitment practices.

Recruitment:

- 1) Review data:
 - a. When recruiting for a job opening, SFE posts the job announcement on the City website, as well as on opportunity NOCS, Jobseeker, and Ejobs. Job announcements are also listed in various community newspapers including China Press, Chinese Times, El Reportero, San Francisco Bay Times, San Francisco Bay View, Small Business Exchange and Craigs list. In addition, the posting is mailed out to the entire mailing list consisting of community-based and environmental groups across the country.
- 2) Best Practices:
 1. Because people of color are underrepresented in the environmental policymaking labor pool, SFE tries to go beyond the traditional environmental mediums by advertising with various outreach newspapers, as mentioned above.
- 3) Room to Improve:

a. While SFE advertises job announcement in nontraditional community newspapers and publications, the final hiring has not resulted in a stronger representation of people of color in professional level positions . Therefore, SFE has to put more effort in doing outreach that goes beyond the traditional method of posting the job announcement. This might involve making a personal outreach call to some of the advocates of color who are working in the environmental field, getting leads and following up on those leads. Because this might involve quite some time and energy, SFE might need to identify additional funds to ensure that such an individualized outreach is possible.

The following feedback on employee recruitment/hiring came from the gender analysis survey conducted with employees:

- Recruitment suggestions included: sending to women's organizations, universities (for graduating students), other local govt. entities (including those outside CA), professional associations (including newsletters and email lists), including specialized professional associations (like the Association of Black Engineers and the Women Energy Associates)
- Hiring suggestions included having a diverse (gender, ethnicity, age) interview panel that is aware of the male/female ratio within the department. Particular attention should be paid to ensuring a workforce that is diverse, including with respect to age.
- Internships should be paid to attract intelligent, qualified interns who are career-tracked for this field and who will remain with the department for some time.
- Recommendation: as department grows, recruit/hire staff so that males and female are more equitably represented in both admin (currently more female) and program (currently more male) staff
- Recommendation: create more entry level program positions to foster women and people of color, who typically do not have the requisite level of experience in this newer field
- The DHR city process is long, impersonal, and inappropriate for professional positions where talented people of color and women have to be wooed. The entire City hiring process needs to be revamped.

The Department has, however, conducted extensive recruitment and outreach to ensure equal opportunity and hiring. These efforts need to be maintained and expanded, particularly since as the Department has expanded into additional program areas, the percentage of women in professional and official positions has declined.

The Department also needs to do a better job in diversifying its hiring panels and keep diversity in the forefront of recruiting for any new positions. The recruitment suggestions listed above will be incorporated into all future hiring processes.

Recommendation: The Department take steps to ensure that diversity is always a prime consideration in recruiting, and do what it can to foster experience in environmental fields through promoting paid internships and entry level positions aimed at recruiting people of color to specialized environmental programs. Diversity should also be a consideration in planning for new program areas.

Performance Reviews and Management:

1. Review data

SFE uses the standard City evaluation form with an additional section for narrative. The process involves first meeting with your supervisor to have a goal-setting meeting, then a mid-year progress assessment meeting at the six-month mark, and a performance evaluation at the end of the year. The end-of-the-year evaluation includes four steps: 1) an employee self-evaluation, 2) supervisor evaluation of the employee, 3) meeting to discuss the evaluation, and 4) final evaluation written by the supervisor. The director follows the pay-per-performance review process.

2. Best Practices

The City Evaluation process for managers and supervisors is comprehensive and extensive. Although the evaluation is designed only for managers and supervisors, the Department of the Environment will be using it for all evaluations.

3. Room to Improve

The Department is behind schedule on conducting performance evaluations, and needs to get back on schedule.

The following feedback on evaluation/management skills came from the gender analysis survey conducted with employees:

- In general, management skills could be improved.
- Recommendation: Periodically, ask staff to evaluate managers so that the evaluation process is mutual. Within the process, focus on areas of improvement.
- There is often too much work to focus on professional development
- On the other hand, some program staff feels that the innovative work itself allows for professional growth
- Both program and administrative staff appear to feel an urgency to get work done, a time crunch
- Recommendation: Quarterly meetings between staff and management to discuss work progress, evaluation, and professional development and promotion
- The department is too small and too new to assess the issue of promotions

Recommendation: The Department should ensure that reviews are conducted on a timely basis, and that time be allocated for regular meetings and feedback sessions with staff.

Flexibility, Health & Safety and Family Care & Benefits

The following feedback on flexibility in time and place, health & safety and family care & benefits came from the gender analysis survey conducted with employees:

FLEXIBILITY IN TIME AND PLACE

- There is strong employee interest in a 9/80 schedule. Fridays are desired day off; constraints could be demand of workload.
- There is significant employee interest in telecommuting, due to reduced commute time, allowing for a quiet atmosphere, environmental benefits, allowing for more time with self/family.
- Employees say that telecommuters should be trusted to work at home, and evaluated on merit (are they completing their work?). Employees could be called when questions arise
- There were differing opinions on criteria for priority, including length of commute. Some staff felt that there should be no priority and rotation was a fair system to ensure office coverage
- Employees felt the office was flexible in allowing them to arrive as desired, but would like to see this flexibility expanded to a 9/80 schedule option
- Employees are more focused on getting the job done and can forget to record overtime as comp time, and will stay late is needed to get the work done
- Some employees say they cannot afford to work part-time due to the high cost of living in the Bay Area

HEALTH & SAFETY

- Female employees were particularly concerned about having to take public transportation at night (due to meetings, working late, etc.) rather than being able to expense a cab on those few occasions

FAMILY CARE & BENEFITS

- Employees of varied family types (including single adults) expressed a need for more personal time in their lives (no time to make dinner, clean the house, exercise, sleep enough, etc.)
- Employees desire reliable, affordable part-time or occasional childcare—this is especially needed when kids are sick and cannot attend day care, share cares, etc.

The Department is looking into, and hopes to be able to implement a flexible work schedule in the near future.

Recommendation: That the Department review flexible work schedules, health and safety issues and family care issues on a regular basis.

Department on the Status of Women



City and County of San Francisco
Rosario Navarrete, Interim Executive Director
Mayor Willie L. Brown, Jr.

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES FOR APRIL 25, 2001 MEETING

1. CALL TO ORDER/ROLL CALL

Emily Murase, Chair called the meeting to order.

Task Force Members

Dorothy Yee
Ken Theisen
Emily Murase
Myrna Lopez

Staff

Ann Lehman
Christina Neuner

Public & Department Staff

Ann Courtright
Nancy Gonchar

2. ADOPTION OF AGENDA

There was no quorum to take action.

3. ADOPTION OF MINUTES

☐ Minutes of meetings on February 28, 2001

There was no quorum to take action.

4. OLD BUSINESS

☐ DISCUSSION ITEM: Staff progress report on citywide work-life survey.

Ann Lehman gave an update on the survey. The deadline for returning the survey was March 31, 2001. A reminder letter was sent the end of March and, thus far, thirty departments have responded to the survey (see attached list) with 5-6 more on the way. Staff has also been calling the other city departments as a reminder. The response has been very positive and enthusiastic. Women have been particularly interested in the survey. Men have been participating as well. The Controller's office has volunteered to help by setting up a system in Excel format

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to compile the information. A timeline is being planned to complete the collection and compilation of the information. We hope to have a report and recommendations by the end of June.

- **ACTION ITEM/SCHEDULE ITEM: Review of schedule and protocols for the review of each department's gender analysis (Rent Board, Art Commission, Adult Probation, and Environment) and monitoring of action plans (Department of Public Works and Juvenile Probation).**

Due to time constraints, there was no discussion on this item.

- **DISCUSSION ITEM: Report on public awareness campaign.**

Ann Lehman reported that she met with the CEDAW committee of the Santa Cruz Commission on the Status of Women and also gave a report to the Commissioners on March 8, 2001. Santa Cruz is working on its own local adoption of CEDAW. However, it is an elaborate process and there needs to be more education before it is implemented. The current plan is to hold public hearings in February 2002. The group in Santa Cruz was very eager to hear about San Francisco's experiences and the lessons we have learned about the process.

- Ken Theisen and Ann Lehman met with representatives from the US-China Peoples Friendship Association in March, 2001 and discussed issues of violence against women and CEDAW. Despite many cultural differences, women in both countries face similar problems.

5. NEW BUSINESS

- **ACTION ITEM/DISCUSSION ITEM: Report from the Arts Commission CEDAW liaison on the department's gender analysis report and discussion of Task Force recommendations.**

Nancy Gonchar, Deputy Director, reviewed the Arts Commission Gender Analysis Report (see attached). Ms. Gonchar summarized the Arts Commission's programs and services. The department's budget is approaching \$9 million. The department has had success with administering gender equitable programs, particularly the Community Arts and Education and Cultural Equity Grants programs, both of which have a focus on women. There was a discussion of why the arts in the United States are not taken very seriously or funded very extensively. Ms. Gonchar said that the arts are often perceived as a "women's field." Although she does not necessarily agree with that notion, she admitted that directors in arts fields are often men. As part of the gender analysis, the cultural issue of women vs. men in the arts emerged. The group agreed that this is a bigger issue that goes beyond just the Arts Commission alone, and includes what work women vs. men do, who has higher education in the arts, etc.

The Department reported extensive outreach for job searches and diverse hiring panels. Ann Courtright, Human Services Personnel Officer, reported that the

Department recently hired a woman of color for a high-level management position. 75% of staff are women and 66% of managers are women.

The Arts Commission described its best practices to include the inclusion of programs targeting women, a high degree of trust and professionalism among employees, and a work environment that accommodated flexible schedules and sensitivity to parental responsibilities. The Department is working with the Department of Human Resources to complete a long overdue reclassification analysis of staff by which most staff salaries are expected to increase to market pay levels. Areas of improvement include: expanding intern and mentorship's programs, publicizing gender work that is already being done, looking into compressed workweek schedules, and evaluating the timing of morning Street Artists lottery so it will not conflict with parental responsibilities.

- Ms. Gonchar said that the most challenging part of the gender analysis was the issue of time. All staff participated in the human rights training with a gender perspective. For meaningful change, the gender analysis should be enforced citywide and not just by City departments.
- The Arts Commission is already collecting data on gender for the Department of Human Resources. And, in some areas, for instance the review panels, gender would be easy to identify. It is more difficult to collect gender and other disaggregated data from the grants programs and the cultural centers, where the grantees and center operators would have to gather that data.
- Recommendations by the Task Force were that: disaggregated data should be collected not necessarily in every area but in particular areas for which the collection process is not too labor-intensive, as well as in program areas which gave been very successful (Street Artists program). Ms. Gonchar expressed interest in developing a comprehensive evaluation process for the Department's programs that would produce gender and other disaggregated data.
- Access to the Street Artists lottery was addressed. The group discussed ways of providing easier access to artists to find out about the daily lottery winners (via phone line, internet, etc.). Ms. Gonchar explained that the lottery, as it is currently run, is considered a fair process by most participants.
- The Arts Commission does its best to make panels, committees, boards, etc. as diverse as possible, thereby keeping in line with diversity goals for gender, race, etc.
- There is a higher turnover rate for entry-level positions because there is a low turnover rate for management positions, so people tend to move on to different arts organizations.
- Issues raised in the employee focus groups included health and safety and evening transportation. Employees also discussed what some perceive as a shift in the Arts Commission's preferences from public art towards community-based art due to changes in the gender composition and interest of current commissioners. Additionally some employees queried if the difficulties that sometimes arose in collecting the mandated art funds as a

percent of public works projects was gender based, or a perception of arts as expendable.

- Regarding public sculpture, the concern was raised that the Arts Commission look into the history (e.g., possibly violent, etc.) of individuals for whom art tributes (e.g., statues) are proposed. One person noted that there are currently public tributes to individuals who were known batterers. The importance of honoring positive role models was emphasized. The Arts Commission attempts to contextualize historical monuments which may currently be controversial.
- The Department advertises its grant programs through the cultural centers, mailings targeting arts organizations, announcements in art magazines, etc.
- Ms. Gonchar will revise the Department's report before it is submitted to the CEDAW Task Force.

DOSW Staff was asked to report on funding for the arts from other City & County sources of funds, outside of the Arts Commission's budget.

- **ACTION ITEM: Adoption of gender analysis response and recommendations for the Rent Board.**
This item will be discussed at the next meeting.
- **REVIEW AND DISCUSSION OF ENVIRONMENT DEPARTMENT'S REVISED GENDER ANALYSIS**
Due to time constraints, there was no discussion on this item.
- **DISCUSSION/ACTION ITEM: Retreat to plan future CEDAW work.**
Due to time constraints, there was no discussion on this item.
- **DISCUSSION ITEM:** The appointments of Task Force members and designees. The terms of the following Task Force members have expired, but will be submitted for reappointment at the next Commission meeting: Ken Theisen, community member familiar with violence against women; Cosette Thompson, community member for human rights; Krishanti Dharmaraj, alternate Youmna Chala, community members for human rights. Patti Chang is no longer able to attend meetings of the Task Force on a regular basis. Openings now exist for the labor, health, and employment and economic community positions. Staff is reviewing recommendations for replacement of these positions, which will be forwarded to the Commission on the Status of Women for appointment.

Department on the Status of Women



City and County of San Francisco
Rosario Navarrete, Interim Executive Director
Mayor Willie L. Brown, Jr.

City and County of San Francisco **CEDAW Task Force Meeting** **Wednesday, May 23, 2001** **2:30-4:30 p.m.**

Room 278 (Board of Supervisors Conference Room)
CITY HALL (#1 Dr. Carlton B. Goodlett Place)

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ☐ Minutes of meetings on February 28, 2001
- ☐ Minutes of meetings on April 25, 2001

4. NEW BUSINESS

- ☐ **ACTION ITEM DISCUSSION:** Gender analysis report by the Adult Probation and Task Force feedback and recommendations.
- ☐ **DISCUSSION ITEM/ACTION ITEM:** Preparation of 6th Progress Report and budget priorities.

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5. OLD BUSINESS

- ❑ **DISCUSSION ITEM:** Staff progress report on citywide work-life survey.
- ❑ **ACTION ITEM:** Adoption of Task Force gender analysis response and recommendations for the Rent Board.
- ❑ **ACTION ITEM/DISCUSSION ITEM:** Review and discussion of Environment Department's revised gender analysis and task force recommendations.
- ❑ **ACTION ITEM/DISCUSSION ITEM:** Review the revised Arts Commission gender analysis report and Task Force recommendations.
- ❑ **DISCUSSION ITEM:** Appointment of new Task Force members and designees.
- ❑ **ACTION ITEM/SCHEDULE ITEM:** Review of TASK FORCE MEETING schedule.
- ❑ **DISCUSSION ITEM:** Report on public awareness campaign.
- ❑ **DISCUSSION ITEM:** Update on DOSW policy analyst hiring.

6. PUBLIC COMMENT

7. ANNOUNCEMENTS

8. ADJOURNMENT

Know Your Rights under the Sunshine Ordinance
(Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the peoples business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at Phone: (415) 554-7724, Fax: (415) 554-5163 E-mail: Donna_Hall@ci.sf.ca.us

The ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Attention: Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (SF Admin Code 16.520 - 16.534) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at 1390 Market Street #701, San Francisco, CA 94102, telephone (415) 554-9510, fax (415) 703-0121 and web site <http://www.ci.sf.ca.us/ethics>.

Department on the Status of Women



City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES FOR APRIL 25, 2001 MEETING

1. CALL TO ORDER/ROLL CALL

Emily Murase, Chair called the meeting to order.

Task Force Members

Dorothy Yee
Ken Theisen
Emily Murase
Myrna Lopez

Staff

Ann Lehman
Christina Neuner

Public & Department Staff

Ann Courtright
Nancy Gonchar

2. ADOPTION OF AGENDA

There was no quorum to take action.

3. ADOPTION OF MINUTES

☐ Minutes of meetings on February 28, 2001

There was no quorum to take action.

4. OLD BUSINESS

☐ DISCUSSION ITEM: Staff progress report on citywide work-life survey.

Ann Lehman gave an update on the survey. The deadline for returning the survey was March 31, 2001. A reminder letter was sent the end of March and, thus far, thirty departments have responded to the survey (see attached list) with 5-6 more on the way. Staff has also been calling the other city departments as a reminder. The response has been very positive and enthusiastic. Women have been particularly interested in the survey. Men have been participating as well. The Controller's office has volunteered to help by setting up a system in Excel format

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to compile the information. A timeline is being planned to complete the collection and compilation of the information. We hope to have a report and recommendations by the end of June.

- ❑ **ACTION ITEM/SCHEDULE ITEM: Review of schedule and protocols for the review of each department's gender analysis (Rent Board, Art Commission, Adult Probation, and Environment) and monitoring of action plans (Department of Public Works and Juvenile Probation).**

Due to time constraints, there was no discussion on this item.

- ❑ **DISCUSSION ITEM: Report on public awareness campaign.**

Ann Lehman reported that she met with the CEDAW committee of the Santa Cruz Commission on the Status of Women and also gave a report to the Commissioners on March 8, 2001. Santa Cruz is working on its own local adoption of CEDAW. However, it is an elaborate process and there needs to be more education before it is implemented. The current plan is to hold public hearings in February 2002. The group in Santa Cruz was very eager to hear about San Francisco's experiences and the lessons we have learned about the process.

- ❑ Ken Theisen and Ann Lehman met with representatives from the US-China Peoples Friendship Association in March, 2001 and discussed issues of violence against women and CEDAW. Despite many cultural differences, women in both countries face similar problems.

5. NEW BUSINESS

- ❑ **ACTION ITEM/DISCUSSION ITEM: Report from the Arts Commission CEDAW liaison on the department's gender analysis report and discussion of Task Force recommendations.**

Nancy Gonchar, Deputy Director, reviewed the Arts Commission Gender Analysis Report (see attached). Ms. Gonchar summarized the Arts Commission's programs and services. The department's budget is approaching \$9 million. The department has had success with administering gender equitable programs, particularly the Community Arts and Education and Cultural Equity Grants programs, both of which have a focus on women. There was a discussion of why the arts in the United States are not taken very seriously or funded very extensively. Ms. Gonchar said that the arts are often perceived as a "women's field." Although she does not necessarily agree with that notion, she admitted that directors in arts fields are often men. As part of the gender analysis, the cultural issue of women vs. men in the arts emerged. The group agreed that this is a bigger issue that goes beyond just the Arts Commission alone, and includes what work women vs. men do, who has higher education in the arts, etc.

The Department reported extensive outreach for job searches and diverse hiring panels. Ann Courtright, Human Services Personnel Officer, reported that the

Department recently hired a woman of color for a high-level management position. 75% of staff are women and 66% of managers are women.

The Arts Commission described its best practices to include the inclusion of programs targeting women, a high degree of trust and professionalism among employees, and a work environment that accommodated flexible schedules and sensitivity to parental responsibilities. The Department is working with the Department of Human Resources to complete a long overdue reclassification analysis of staff by which most staff salaries are expected to increase to market pay levels. Areas of improvement include: expanding intern and mentorship's programs, publicizing gender work that is already being done, looking into compressed workweek schedules, and evaluating the timing of morning Street Artists lottery so it will not conflict with parental responsibilities.

- Ms. Gonchar said that the most challenging part of the gender analysis was the issue of time. All staff participated in the human rights training with a gender perspective. For meaningful change, the gender analysis should be enforced citywide and not just by City departments.
- The Arts Commission is already collecting data on gender for the Department of Human Resources. And, in some areas, for instance the review panels, gender would be easy to identify. It is more difficult to collect gender and other disaggregated data from the grants programs and the cultural centers, where the grantees and center operators would have to gather that data.
- Recommendations by the Task Force were that: disaggregated data should be collected not necessarily in every area but in particular areas for which the collection process is not too labor-intensive, as well as in program areas which gave been very successful (Street Artists program). Ms. Gonchar expressed interest in developing a comprehensive evaluation process for the Department's programs that would produce gender and other disaggregated data.
- Access to the Street Artists lottery was addressed. The group discussed ways of providing easier access to artists to find out about the daily lottery winners (via phone line, internet, etc.). Ms. Gonchar explained that the lottery, as it is currently run, is considered a fair process by most participants.
- The Arts Commission does its best to make panels, committees, boards, etc. as diverse as possible, thereby keeping in line with diversity goals for gender, race, etc.
- There is a higher turnover rate for entry-level positions because there is a low turnover rate for management positions, so people tend to move on to different arts organizations.
- Issues raised in the employee focus groups included health and safety and evening transportation. Employees also discussed what some perceive as a shift in the Arts Commission's preferences from public art towards community-based art due to changes in the gender composition and interest of current commissioners. Additionally some employees queried if the difficulties that sometimes arose in collecting the mandated art funds as a

percent of public works projects was gender based, or a perception of arts as expendable.

- Regarding public sculpture, the concern was raised that the Arts Commission look into the history (e.g., possibly violent, etc.) of individuals for whom art tributes (e.g., statues) are proposed. One person noted that there are currently public tributes to individuals who were known batterers. The importance of honoring positive role models was emphasized. The Arts Commission attempts to contextualize historical monuments which may currently be controversial.
- The Department advertises its grant programs through the cultural centers, mailings targeting arts organizations, announcements in art magazines, etc.
- Ms. Gonchar will revise the Department's report before it is submitted to the CEDAW Task Force.

DOSW Staff was asked to report on funding for the arts from other City & County sources of funds, outside of the Arts Commission's budget.

□ **ACTION ITEM: Adoption of gender analysis response and recommendations for the Rent Board.**

This item will be discussed at the next meeting.

□ **REVIEW AND DISCUSSION OF ENVIRONMENT DEPARTMENT'S REVISED GENDER ANALYSIS**

Due to time constraints, there was no discussion on this item.

□ **DISCUSSION/ACTION ITEM: Retreat to plan future CEDAW work.**

Due to time constraints, there was no discussion on this item.

- **DISCUSSION ITEM:** The appointments of Task Force members and designees. The terms of the following Task Force members have expired, but will be submitted for reappointment at the next Commission meeting: Ken Theisen, community member familiar with violence against women; Cosette Thompson, community member for human rights; Krishanti Dharmaraj, alternate Youmna Chala, community members for human rights. Patti Chang is no longer able to attend meetings of the Task Force on a regular basis. Openings now exist for the labor, health, and employment and economic community positions. Staff is reviewing recommendations for replacement of these positions, which will be forwarded to the Commission on the Status of Women for appointment.

Work-Life Survey
Departments who have returned the surveys
April 25, 2001

1. Administrative Service
2. Airport Commission
3. Assessor-Recorder
4. Board of Supervisors
5. Animal Care and Control
6. Assessment Appeals Board
7. Building Inspector
8. Building Manager
9. Citizens Complaints
10. Civil Service Commission
11. Emergency Communicate
12. Ethics Commission
13. Fine Arts Museums
14. Human Service
15. Law Library
16. SF Medical
17. Parking & Traffic
18. Planning
19. Police
20. Port-Human Resources
21. Public Defender
22. Public Health
23. SF Public Library
24. SFPUC
25. SF Redevelopment
26. Real Estate
27. Rent Board
28. Telecommunications
29. Treasurer/ Tax Collector
30. War Memorial

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GENDER ANALYSIS

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INTRODUCTION

The San Francisco Arts Commission champions the arts in San Francisco. The Charter of the City and County of San Francisco established the department in 1932 to ensure that the arts would be incorporated into civic infrastructure for the City's residents. The Arts Commission continues to emphasize that a creative cultural environment is essential to the City's well being. Programs integrate the arts into all aspects of city life. The Arts Commission's extensive set of programs and special projects include the: Art Gallery; Civic Art Collection; Civic Design Review; Community Arts and Education including four neighborhood cultural centers; Cultural Equity Grants; Public Art; Street Artists and the annual Summer in the City pops concerts.

In April 1998, the City and County of San Francisco passed an ordinance (Chapter 12K of the Administrative Code) to locally implement the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). CEDAW provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. It defines discrimination against women and girls as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment, or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."¹ CEDAW ensures the protection of human rights, "those rights that every human being possesses and is entitled to enjoy simply by virtue of being human."² In San Francisco, ensuring human rights means that City government must *proactively* take steps to eliminate discrimination against women and girls.

The San Francisco Arts Commission has worked with the CEDAW Task Force through the Department on the Status of Women (DOSW) for a year preparing a "gender analysis" of its budget, services, and employment practices. This report summarizes the gender analysis that was performed throughout the year 2000. A number of best practices were identified, as were needed areas of improvement.

¹ See City and County of San Francisco, The United Nations Convention on the Elimination of All Forms of Discrimination Against Women Ordinance (hereinafter "San Francisco CEDAW Ordinance"), Ordinance No. 128-98 (Approved April 13, 1998), Administrative Code, Chapter 12K. Full text is available at <http://www.ci.sf.ca.us/cosw>.

² *Women's Human Rights Step By Step*, Women, Law & Development International, Human Rights Watch, Women's Rights Project, 1997, Washington, D.C., Page 8.

RICHARD NEWIRTH
DIRECTOR OF CULTURAL AFFAIRS

ADMINISTRATION
CIVIC DESIGN REVIEW
PERFORMING ARTS
PUBLIC ART
SUITE 240

COMMUNITY ARTS
& EDUCATION
CULTURAL EQUITY GRANTS
STREET ARTISTS LICENSES
SUITE 60

CIVIC ART COLLECTION
SUITE 70

ARTS COMMISSION GALLERY
401 VAN NESS AVENUE
415.554.6080

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METHODOLOGY

Initially, all Arts Commission employees were trained by the CEDAW Task Force in human rights with a gender perspective. The Director of the Arts Commission insisted that all staff, rather than managers only, participate in the human rights training. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. The CEDAW Task Force developed a set of guidelines to aid the department in preparing their gender analysis.³ The Arts Commission management spent considerable time and effort gathering data, then analyzing information and making recommendations with the assistance of DOSW staff.

Throughout, the gender analysis process studied numerical data and also gathered original data from several focus groups. To gather service-related data, the Arts Commission held two community focus groups, facilitated by DOSW staff.. Both female and male employees discussed various employment practices in two additional focus groups. Unfortunately, due to the lack of understanding of the Arts Commission by the consultant hired by the COSW, the staff focus groups did not yield much relevant information.

DATA COLLECTION

Using the CEDAW Task Force's gender analysis guidelines the Arts Commission collected extensive data on its services, budget and employment. With the exception of data on the numbers of employees, most data collected by the Arts Commission was not disaggregated by gender, race, or other categories.

The Arts Commission has two programs that target women and girls specifically. Additionally, in all areas the Arts Commission is extremely aware of gender, race, class, sexual orientation and disability issues and works very hard to ensure equity.

BUDGET

The Arts Commission, through its various committees, determines and approves its mission statement, strategic goals and objectives, and budget priorities on an annual basis.

Strategic Goals and Objectives

Senior staff prepares strategic goals, priorities, and objectives. Gender is sometimes a factor in service goals. For example, both cultural equity grants and the cultural centers serve women and ethnically diverse communities. Additionally, the WritersCorps project specifically targets girls. These programs are dedicated to the support of community

³ Guidelines are available at www.sfgov.org/cosw/cedaw.

artists and youth with an emphasis on at-risk youth, people of color, women and other undeserved communities. The funding allocated to these two programs (CAE and CEG) totals \$4,940,249 and represents 50% of the Arts Commission budget. Other programs at the Arts Commission also support these populations but not as an exclusive mandate. Street Artists, the Gallery and the Public Art Program all support programs that benefit the demographics investigated by the CEDAW project. The Gallery estimates that 55% of the exhibitions are of work by women artists. The public art program has an annual budget of approximately \$3,000,000. The average number of contracts awarded to women artists over the last three years is 56%. In the current year 67% of the contracts were awarded to women artists. Public art projects are selected by independent panels from client departments and the professional art arena. Public Art staff also conduct neighborhood outreach meetings regarding public art projects in those communities. This is also true for the Cultural Equity grants program. The Street Artists and Gallery programs have advisory committees. Gender issues, as well as race, and specific discipline experience is always considered when selecting any panel at the Arts Commission.

There is some anecdotal evidence that the arts employ a disproportionate number of women to men. There is also a conception that men generally hold the highest positions particularly in museums, that is of director or president. There is a much lower percentage of people of color in the arts. Male artists receive much more support in number of exhibitions, grants, commissions, etc. than women do. This is also true in the number of artists and arts historians employed by universities. This is more a function of discrimination reflective generally in the culture than specifically in the arts. Many of the Arts Commission staff are concerned that the city and the culture in general does not support the arts sufficiently because it is a "women's" field. Therefore it is devalued, but again this is anecdotal. The arts in this country are considered expendable, but it's not clear whether that is a function of gender. Further data and analysis is needed, though this is not the mandate of the Arts Commission and would be more appropriately conducted by a national arts service organization or foundation.

A best practice of the Arts Commission is a recent motion passed that provided formal recognition of a long standing policy, it reads:

"It is the policy of the San Francisco Arts Commission to take all reasonable steps to ensure that the community have access to opportunities to participate in the activities of the Arts Commission. Therefore, the Arts Commission shall reach out actively to all segments of the community, without regard to race, color, religion, creed, sex, national origin, ethnicity, age, disability or medical condition, political affiliation, sexual orientation, ancestry, marital or domestic partner status, parental status, other non-merit factors or any other categories prohibited by law when it seeks employees, contractors, interns and volunteer, members of advisory committees, and member of grant, public art and other evaluative panels."

SERVICES

Data: The Arts Commission runs a variety of programs, such as:

Art Gallery - The Arts Commission Gallery showcases the work of Bay Area artists at its ground floor gallery in the War Memorial Building and City Hall galleries.

Civic Art Collection - The Civic Art Collection program is responsible for cataloguing and conserving art belonging to the city outside its museums.

Civic Design Review - The Civic Design Review Committee of architects and designers conducts a three-phase review of new and renovated civic construction projects to ensure design quality of city structures in each neighborhood. Projects include buildings, bridges, viaducts, elevated ways, approaches, gates, fences, lamps, or other structures on land belonging to the City and County of San Francisco. It also provides advice on request to private property owners in relation to the beautification of their property.

Community Arts and Education - The Community Arts & Education (CAE) Program supports cultural arts activities and arts education in San Francisco's diverse communities and promotes the revitalization of economically-disadvantaged and underserved communities through the arts. CAE is a support program that serves special constituents such as youth, the homeless, seniors, and incarcerated people. Its services include:

- Cultural Centers—CAE oversees the city's four neighborhood cultural centers. The centers offer cultural and artistic programming, such as free or low-cost classes for youth, and provide venues for performances and gallery exhibits. The cultural centers are the: Bayview Opera House Ruth Williams Memorial Theater, Center for African and African American Art and Culture, Mission Cultural Center for Latino Arts, South of Market Cultural Center.
- Chinatown Community Arts Program-a program which provides exhibits and programs in Chinatown
- Arts Education—CAE supports arts education programs for youth in school and community settings, such as a network of Bay Area funders initiating strategic planning projects in arts education and *Inside/Out*, a web based and print guide to arts and arts education resources for children and teens in San Francisco.
- Granting—This program offers financial support for nonprofit, non-arts organizations serving cultural and/or geographic special constituents, specifically targeting women.
- WritersCorps—This is a community service program that improves the literacy and self-sufficiency of disadvantaged communities through the written word, specifically targeting girls and young women.

Cultural Equity Grants - Cultural Equity Grants provides support for San Francisco's multicultural landscape. Four programs offer project-oriented grants to arts organizations and individual artists to nurture and show the city's ethnic diversity (women are a specific group targeted) and variety of cultural traditions.

Public Art - Art enrichment at courthouses, libraries, City offices, the airport, and other civic structures is the result of this program, which integrates works by artists in the construction of city buildings and parks, and in other urban design contexts, such as traffic and pedestrian malls and transit corridors.

Street Artists - The Street Artists Program licenses independent artists and craftspeople to sell their own handcrafted wares in designated sidewalk vending spaces downtown and on Fisherman's Wharf. Street artists are allowed to sell every day of the year, and selection of the approximately 350 spaces is by daily lottery.

Summer in the City - The Summer in the City "pops" concert series provides the public with diverse and affordable performances by the San Francisco Symphony orchestra and a roster of guest artists in Davies Symphony Hall. The SITC series also features an annual free concert in Sharon Meadow in Golden Gate Park, as well as special free concerts at the cultural centers.

ArtHouse - A joint effort with California Lawyers for the Arts, ArtHouse provides housing facilitation assistance to artists and promotes the creation of artist live-work space. It provides consulting and referral services to artists, government agencies, architects, developers, property owners, and the general public. It also assists with the application process for rent subsidies in the current housing crisis.

Many of the Arts Commission programs state in their mission a commitment to serve the city's ethnically diverse and/or underserved communities. The Cultural Equity Grants program focuses on four areas, one of which is assisting underserved communities, with women being included as a large part of that group. The Arts Commission does not collect data on grantees by gender or race, though women are a targeted group for both individual artist grants and organizations.

Many of the Arts Commission programs do not have a primary focus on gender diversity. Where, however, gender-specific data did exist, such as the Slide Registry program and the Public Art program, more than 50% of those served were women. Many of the community partners identified by the service programs also did not indicate a focus on serving women. A few did focus on elders, ethnic groups, and many on youth. The WritersCorps program targets girls working with sites such as Girl's After School Academy and Center for Young Women's Development.

Evaluation measures

The Gallery program has a Gallery Advisory Board, a Visual Arts Committee, and City Hall staff committee--all of whom make decisions about the program and displays. Two of these groups have an equitable representation of women and reported a clear effort to ensure diversity "by striving to have an equitable representation of people of color or male/female artists."

The Arts Commission hired outside consultants to evaluate a number of the youth education programs. This evaluation did not consider gender. The report, however, did provide some excellent information on the success of the programs. Teachers pointed to the "arts program" being integrated into subject areas such as math and science. "(It) helped explore African and Asian art and culture...regular multicultural music and dance and theatre, help students produce books...and connected with social students and literacy."

Some teachers for the program mentioned it as being particularly beneficial to ESL students--others referred to ideas on Native American culture traditions and help with special education students. Another part of the youth education programs, the writing program, did not maintain data on the youth by sex, but it did demonstrate its success at improving writing skills and learning attitude. However, several of the sites are girls only. Youth programs also attempt to measure cultural equity with a consideration of ethnicity – these programs could integrate gender into the evaluation process.

The Street Artists Program

Another community focus group concentrated on the Street Artist program. The Street Artists Program is a model program that presents some best practices of the Arts Commission. The Street Artists program provides economic opportunities for women from diverse backgrounds, including women with disabilities and those supporting families. Participants describe the Street Artists Program as an opportunity for women to run their own lives, be validated, support themselves and their families, choose when they want to work, and what they want to create artistically. It is described as a program that includes—and is an “equalizer” of—very diverse people, including people from all over the world, and people with disabilities. Some examples include:

- One woman with Attention Deficit Disorder (ADD) has financially liberated herself from her husband and found a way to support herself that allows her to work on what she is interested in. The woman stated, “This is the most ADD-friendly program you could possibly have. If I won the Lottery, I would be [selling my art] the next day, if it wasn’t raining.”
- One Chinese woman who had emigrated from China where she had to work from before daybreak until late at night felt the Street Artist program was “heaven” because as an artist, she could do what she wanted, as long as she didn’t break any laws.
- Another woman when asked of her experiences with the program responded, “The experience of being a woman-owned business working with the Arts Commission has been nothing but positive.”

One suggestion for improving the lottery system that is used to select Street Artists locations was made regarding a woman with children and no car. She said that the time to conduct the lottery each morning should be scheduled to accommodate women with children who are not able to be there by 9 am.

EMPLOYMENT

Data

- The Arts Commission employs thirty staff most of who are full time.
- 74% of the staff are female.
- 41% of the staff are people of color. When positions are vacated, strong efforts are made by the staff to guarantee the continuation of the positions, abiding by Affirmative Action guidelines in filling those positions. Black males and females, as well as Hispanics and Filipinos are underrepresented in each category.

- 55% of managers are women (total no. of managers, 9)
- Of the male managers, 60% are white and 40% are men of color.
- Of the female managers, 83% are white and 17% are women of color.
- There was no data available on age, sexual orientation, family status, disability, or other factors.

BEST PRACTICES:

The Arts Commission considers itself to be one of the most progressive departments in the city. The department has always maintained a commitment to diversity and equity in all of its programs and operations. We work very closely with the Human Rights Commission to ensure that all of our artist commissions and contracts, at a minimum, adhere to all the city's regulations.

Our art enrichment and grant panels also emphasize the diversity of participants in regards to race, gender and arts discipline. We hold numerous community meetings to ensure that the community has input into our programs especially when we place art in particular neighborhoods. We work tirelessly in this regard for consensus among all the interested parties. Our advisory committee for our Street Artists and Gallery programs again emphasize diversity. Our staff work/life policies are extremely liberal and it has been noted by staff that these policies account for the department's high retention rate. The Arts Commission exceeds the city's guidelines when advertising positions in an attempt to reach the most diverse job pool possible. The Arts Commission budget is reviewed annually in several public hearings and all documents are available for public view. The department maintains an extensive web site that provides access to all committee hearings with agendas and minutes. Additionally, all job, artist commissions and exhibit, and grant opportunities are posted on the web site, as well as advertised in extensive mailings and print ads. We provide annual reports for the commission as well as several of our programs.

Employment and Mentoring:

There is extremely low turnover in upper level Arts Commission positions. The most turnover occurs at entry-level positions, which are considered an opportunity to enter the field and move up. The entry-level positions and internships, as well as opportunities for volunteers enable the Arts Commission to outreach to people of color who are the most underserved group in the arts. Staff serving in entry-level positions and internships have consistently gone onto higher level positions both in the arts and the public sector. The Cultural Center's staffs are largely people of color, but no specific data has been collected.

The Arts Commissions exceeds the requirements of DHR in advertising our positions. We regularly advertise on several web based job services, arts and funding publications, send out mailings to approximately 1000 artists and arts professionals in the Bay Area, as well as advertise positions in community newspapers and alternative publications to reach a broad cross section of the public.

Classification Study:

The Arts Commission has undertaken a classification study for all the positions in the department. Many of the positions haven't been evaluated for over twenty years. DHR is working with the Arts Commission to evaluate these positions by comparing them to current management civil service positions within the city, as well as gathering data of similar positions at other departments of cultural affairs in San Jose, LA, NYC, Seattle, etc. Additional curator positions in museums are also being surveyed. Early recommendations from DHR find that many of the positions should be upgraded which will result in salary increases for most of the staff.

Flexible Work Schedules:

The Arts Commission provides a variety of flexible work options currently to a number of employees. These schedules are accommodated on a case by case basis. Additionally the department offers a flexible start time for all employees. Employees may begin their workday anytime between 8 am and 9:30 am. They are then responsible for working eight hours exclusive of lunch. Two employee have opted for a reduced schedule to 4 days work so that they can spend more time with their children. The department is sympathetic to working parents and provides flexibility for staff to pick up children, attend teacher conferences, etc. during the workday. Telecommuting is on an as-needed basis. There is no official job sharing, though staff often collaborate on the same project. The department is considering compressed work week options, such as 4, 10-hour days per week or 80 hours within 9 days with a day off every other week. Several staff have expressed an interest but no action has yet been taken.

The Arts Commission cultivates a work culture of trust and professionalism, which is greatly appreciated by the staff. This culture along with the flexibility provided results in extremely low turnover and a high degree of professionalism. The Director, Deputy Director and Arts Commission value and empower the staff. In a staff focus group an employee stated in regards to the department's flexibility, "It's worth more than money." Employees expressed both satisfaction and frustration with the City's childcare options. One employee is able to visit her child twice a day. Another employee has been on the waiting list for almost two years and is not likely to get her child into the City Hall day care program. The costs are extremely high.

RECOMMENDATIONS:

- 1) The Arts Commission will make an effort to evaluate all its programs, services and operations which include gender as one of the focuses. We will consider hiring a consultant to help us establish a meaningful evaluation process as well as a survey tool for each of our programs. The community will be involved in this evaluation process.
- 2) The Arts Commission will continue its practice of offering staff flexibility and consider offering more options such as job sharing, part-time (most staff are full-

time), compressed work week; formal telecommuting where feasible, and other work-life resources (most likely in conjunction with other departments) such as childcare and elder information or referrals, etc.

- 3) The CEDAW task force should take a leadership role in recommending City-wide policies regarding gender equity, as well as employment flexibility policies.
- 4) The department will also look into the issue of the Street Artist lottery and the impact on parents.

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Gender Study Report – Department of the Environment

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In April 1998, the City and County of San Francisco passed an ordinance (Chapter 12K of the Administrative Code) to locally implement the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). CEDAW provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. It defines discrimination against women and girls as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."¹ CEDAW ensures the protection of human rights, "those rights that every human being possesses and is entitled to enjoy simply by virtue of being human."² In San Francisco, ensuring human rights means that City government must proactively take steps to eliminate discrimination against women and girls.

The CEDAW Task Force through the Department on the Status of Women (DOSW) has worked with the Department of the Environment for a year preparing a "gender analysis" of its budget, services and employment practices. This report summarizes the gender analysis that was performed throughout the year 2000. A number of best practices were identified, as were needed areas of improvement.

Methodology

The gender analysis was completed by Department staff working collaboratively with Ms. Latika Malkani from the Commission on the Status of Women. Marina Kipnis, the Department's Executive Assistant, was the lead staff member at the Department in organizing meetings, writing and distributing the survey and preparing the initial documentation. When Ms. Kipnis left the Department in December, 2000, completion of the final report became the responsibility of David Assmann, Deputy Director.

Initially, all employees were trained in human rights with a gender perspective. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. Next, staff spent considerable time and effort gathering data, and with the assistance of DOSW staff, analyzing information and making recommendations.

A. Overview

The San Francisco Department of Environment (SFE) is one of the newest of the City's Departments – it was founded by a voter approved charter amendment in 1995, and began operations in early 1996. It is still one of the smallest Departments in the City – for 2000-2001, the Department had 13.29 FTE staff and an annual budget of \$1,578,034. Virtually all the staff is new – the longest serving staff member started in April 1999 (the Clean Air Program staff have been with the City for a longer period of time, but not as part of the Department of the Environment), and more than three-quarters of the staff have been with the Department for less than 1 year.

Although the Department is small by City department standards, it has a large and important mission. The Department's overall mission is to improve, enhance and preserve the environment and promote San Francisco's long term environmental sustainability.

The Department reports to the Commission on the Environment, which consists of seven members appointed by the Mayor for four-year terms. The Department of the Environment is responsible for regularly producing an assessment of San Francisco's environmental condition. It must also produce and regularly update plans for the long-term environmental sustainability of San Francisco.

¹ See City and County of San Francisco, The United Nations Convention on the Elimination of All Forms of Discrimination Against Women Ordinance (hereinafter "San Francisco CEDAW Ordinance"), Ordinance No. 128-98 (Approved April 13, 1998), Administrative Code, Chapter 12K. Full text is available at <http://www.ci.sf.ca.us/cosw>.

² Women's Human Rights Step By Step, Women, Law & Development International, Human Rights Watch, Women's Rights Project, 1997, Washington, D.C., Page 8.

The Commission on the Environment is empowered by the Charter to investigate and make recommendations to all City agencies related to operations and functions, including:

1. Solid waste management;
2. Recycling;
3. Energy conservation;
4. Natural resource conservation;
5. Environmental inspections;
6. Toxics;
7. Urban forestry and natural resources;
8. Habitat restoration; and
9. Hazardous materials.

The Department has three program areas that were developed in support of ordinances passed by the Board of Supervisors. These are the Clean Air Program, the Resource Efficient Building Program and the Integrated Pest Management Program. Of these, the Clean Air Program is the largest and most established, with five full time staff. The Integrated Pest Management Program and the Resource Efficient Building Program each have one staff person, and the Integrated Pest Management Program also has the assistance of one part time intern.

In addition to the three programs mandated by ordinance, the Department conducts extensive public outreach and works on a variety of issues that come before the Environmental Commission, including issues of toxics reduction (such as dioxin, mercury and pentachlorophenol), recycling, habitat conservation, energy conservation, renewable energy, and urban forestry. The Department has just integrated the Resource Efficient Building Program into a new Resource Efficiency Program, which includes the addition of a new staff person to work on energy conservation and other resource efficiency issues.

One of the largest new initiatives that the Department is responsible for is administering a new \$13 million dollar grant program for the Bayview/Hunter's Point and Potrero Hill neighborhoods. The California Legislature recognizing that the residents of Hunters Point and Potrero Hill neighborhoods have disproportionately suffered from the presence of power plants in their neighborhoods, appropriated \$13 million to the City to mitigate the impacts of the sale and possible expansion of the Potrero plant and the ultimate shutdown of the Hunters Point plant.

The Department and the Commission on the Environment is responsible for developing and implementing the grant program. The Department and Commission has sought input from the public, City officials, non-profit organizations, and foundations, and has held five public meetings, including two in the affected communities, to ensure that all comments and concerns were considered in developing the grant program. Based on the state appropriation, public input and staff recommendations, projects are currently being considered in the following areas: Environmental Justice, Environmental Health and Energy and Climate Change. The grant criteria for each of those three areas are outlined below:

Environmental Justice - Across the United States, low-income and communities of color bear a disproportionate burden from environmental pollution. Communities are recognizing the need for broader social solutions beyond the mitigation of a particular risk or environmental hazard, such as adequate access to health care and education, better job opportunities, affordable and healthy housing, inclusiveness in decision-making, and the development of community responses to problems. Funding in the environmental justice category will include projects that address environmental pollution education and organizing, land use, economic and infrastructure development, and community empowerment.

Environmental Health - The rapidly emerging field of environmental health shows that health practitioners and the public are recognizing the connection between the physical environment and human health. For example, a toxic environment can affect sexual development and reproduction, and has also been linked to dramatic increases in cancer and asthma among its residents. Air pollution, water quality and chemical emissions also affect environmental health and wellbeing. Funded projects will improve the environmental health of the community members and will focus on pollution prevention and education; open space and recreation creation and enhancement; and nutrition.

Energy and Climate Change - Energy generation and use has a direct effect on the environment in which we live. Power plants and transportation are among the largest sources of air pollution as the fossil fuels that power most plants and vehicles directly contribute to global warming. Renewable energy, such as solar and wind, reduce air pollution and help protect the environment. Energy efficiency programs help conserve energy and save money. Funding in the energy and climate change arena will promote renewable energy and energy efficiency, reduce the use and generation of fossil fuels, and develop and promote alternative fuels and modes of transportation.

Strategic Plans/Public Meetings

The Department currently does not have a strategic plan, other than the City's Sustainability Plan, developed through an extensive public process in 1996, with hundreds of participants. The Sustainability Plan was adopted as official City policy in 1997, but it is not set up as an easily implementable strategic plan. A long term planning process was initiated for the first time in fall of 2000, and while short-term goals have been developed for the next fiscal year (2001-2002), no long-term strategic plan has yet been put into place. There are plans for annual retreats, both for the Department and the Commission, in order to help develop both short and long term strategic plans. Commission retreats are open to the public and advertised via email, mail and ads. While gender analysis has not been used in the process of analyzing public input, we have a diverse mailing list and publicize our meetings extensively, including keeping mailing lists of anyone who wishes to be notified of upcoming meetings and issues. While the Commission's planning retreats are usually not attended by many members of the public, we do have a large number of attendees at many of the Commission's public meetings. Asking for voluntary diversity self-identification at public meetings would help the Department determine the diversity of our community input.

Recommendation: That the Commission set up a mechanism for members of the public to voluntarily self identify diversity at public meetings, including diversity of membership if the input is coming from a representative of an organization.

Annual Strategic Plans

All program managers are involved in the process of developing annual plans, and these are discussed at staff meetings. Gender analysis has not been used in the determination of strategic issues, primarily because our program areas and projects are determined by ordinances (such as the Clean Air, Integrated Pest Management, and Resource Efficient Building) or by resolutions from the Environmental Commission or Board of Supervisors.

The following feedback on strategic planning came from the gender analysis survey conducted with employees:

- Strategic Planning retreat was open, allowing staff to provide input to future direction
- Process is too young to assess
- Recommendation: To ensure full participation, facilitator should meet individually and confidentially with employees to get ideas and issues

Given the limited resources of the Department, and the responsibilities of individual staff, it has been difficult to set aside adequate time for strategic planning. Additional financial and staff resources are needed if the Department is to adequately conduct strategic planning processes. And, while setting aside time for the facilitator to meet individually with each employee would help maximize the effectiveness of the planning process, it is not practical given current time and resource constraints. However, it would be feasible to consider a mechanism for employees to confidentially give feedback to the facilitator prior to the planning meetings.

Recommendation: For future planning retreats, set up a mechanism for employees to give feedback to the facilitator prior to the actual retreat. This could be done by email.

As the Department builds its new strategic planning process, it may benefit from integrating gender into this process. For example, program areas could be studied to determine whom they serve, paying particular attention to gender, ethnicity, and other self-identified criteria. This examination would aide in better documenting

whether the Department is meeting its goal of serving the needs of a diverse population. Participating in the current gender analysis has been the first opportunity for the Department to formally look at gender impact.

Recommendation: The Department look for additional financial and staff resources to survey constituents served and thereby be able to conduct comprehensive planning processes, including the integration of gender analysis into each process.

Recommendation: The Department look for internship or volunteer help to do a review and report on scientific literature on gender impacts of environmental issues.

Recommendation: In developing the application process for funding for the current grant program in the Bayview/Hunters Point and Potrero neighborhoods, that gender be included in the RFP, the outreach, recruitment, review panels and implementation of grant projects. Use available resources, such as the Women's Foundation, in the development of this process.

B. Budget Questions

The budget is developed by individual program managers, who submitted their proposed budget to the Deputy Director. The Deputy Director reviews each budget with individual program managers and then discusses recommendations with the Director for the final budget proposal. A draft budget is then submitted to the Mayor's Budget Analyst and then to the Commission on the Environment before being formally submitted to the Mayor's office. The following table outlines the budget process & who is involved:

Job Title	Gender	Race/Ethnicity
Director (Reviews/Final Decision)	female	white
Deputy Director (Reviews/Makes Recommendations)	male	white
Program Manager Integrated Pest Management Program (Prepares Program Budget)	female	white
Program Manager Resource Efficiency Program (Prepares Program Budget)	male	white
Program Manager Clean Air Program (Prepares Program Budget)	male	white
Commission Secretary (Prepares Commission/Grant Budget)	female	Asian
Program Manager Public Information (Prepares Program Budget)	male	white

As evident from the above chart, the department needs to diversify its management staff. We recognize the importance of ethnic diversity at all level, especially at more senior levels where policy and budgetary decisions are made. Since its inception, and especially over the past 2 years, the Department has made a big push to strengthen its recruitment of underrepresented persons. This is discussed more thoroughly below, under "Employment: Recruitment."

While our budget priorities primarily reflect mandated programs, such as the Clean Air Program, the Integrated Pest Management Program, and the Resource Efficient Building Program, there are gender implications

in our priorities. For example, exposure to pesticides, pollutants in the air and poor indoor air quality, can have a greater detrimental effect on pregnant women. The department recognizes that the way in which information is collected and analyzed is critical to the development and application of a gender perspective. Appropriate procedures in this regard will assist in recognizing gender patterns in services and budget concerns. At this point, however, we have not had the resources to conduct a proper analysis of the gender impact of our programs. There would be two ways of doing a proper analysis. The first would be to add the responsibility to each program area, and expand the staff to allow them the time to conduct the necessary analysis work, which could include reviewing the programs and the scientific literature on gender impacts of environmental issues. The second would be to hire a consultant to look at the environmental priorities of the Department and examine the gender implications of the work conducted by the Department.

Recommendation: The Department prepare an outline of the resources that would be required to incorporate gender analysis into programs and priorities.

The following feedback on budgeting came from the gender analysis survey conducted with employees:

- Program directors are responsible for proposing their budgets
- Program staff feels involved in the budget process

Performance Measures

Performance measures are determined annually as part of the budget process. Each program director prepares performance goals as part of the budget process, and they are reviewed in the same manner as the budget. Gender has not been explicitly used in the determination of performance measures in the past. The performance measure system has not been adequate, particularly since the current system does not allow for easily adding or changing goals. It is our intention to totally overhaul our performance measures before preparing the next budget.

Recommendation: Incorporate gender analysis into the performance measure process for next year including mechanisms for tracking all community input by at least gender and ethnicity.

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
IPM Program			
Requests for exemptions processed in a timely fashion.	On-time; complete	On-time; complete	On-time; complete
Review of departments' implementation plans; assistance to comply.	All departments have submitted acceptable plans	80% of departments in compliance	All departments in compliance
Public educated about benefits of less-toxic approach.	IPM reference library developed	Pesticide fact sheets published; new article published	Post all pest fact sheets, add IPM information to SFE web site; least-toxic pesticide list completed
Coordination of IPM Activities			Centralize program under SFE
Resource Efficient Building			
Development of proposed program	Implementation of goals depending on final content of ordinance, if passed		Passage of Resource Efficient Building Ordinance: hire coordinator and begin pilot project planning; co-host PVC-free building conference
Public Outreach (broad range of mandated topics)			

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
Engage citizens/youth	Volunteer program expanded	Feasibility studied and new program developed	Recruitment and retention of 2 part time volunteer/interns every month Global Warming Essay/Art Contest for Kids
Outreach on environmental issues to the community	Speakers Bureau established	Put on hold pending program reorganization	Regular contributions to print media on sustainability and other environmental issues Continue Web site expansion Develop logo Establish an Environmental Information Center as part of the SFE office COE meetings held in neighborhoods
Outreach on environmental issues to the community (cont.)	Regular contributions to print media on sustainability and other environmental issues Web site expanded	Put on hold pending program reorganization SFE and Commission Web sites redesigned and expanded; important Dept. and Commission documents posted online regularly	

C. SERVICE QUESTIONS

Fiscal Year 2000 Revenue \$1,716,300

Program Title	Dollars	Source	Source Limitations	% of Total
Administration, Policy, Outreach and Special Projects	\$594,000	General Fund	Tied to Projects in Budget	35%
Integrated Pest Management	\$125,300	Other City Departments	Can only be used on Integrated Pest Management Programs	7%
Clean Air Program	\$590,000	State, Local Grants, General Fund	Funds tied to specific Clean Air Projects	34%
Resource Efficiency Program	\$407,000	General Fund, Other Departments, Capital Fund	Funds for Resource Efficient Building Program and Energy Conservation Programs	24%

Most of the programs offered by the Department of the Environment are new – the Resource Efficiency Program, for example, was set up in the fall of 2000, and the Clean Air Program joined the Department of the Environment in July 2000. The Resource Efficient Building Program has only been in place for two years and the Integrated Pest Management Program was started in 1998. As a result, we are just starting to implement systems for short and long term planning, design of programs and evaluation of services.

The following feedback on services came from the gender analysis survey conducted with employees:

- Hasn't yet been a thorough evaluation of services because programs are fairly new
- Program staff feels involved in this process
- Recommendation: Generate evaluation measures for all services. In doing this, give staff sufficient time to adequately develop these measures. *COSW RECOMMENDATION: Integrate gender concerns into the development of evaluation measures.*

D. EMPLOYMENT QUESTIONS

Overall Workforce Composition:

- 1) Review data:
 - a. Women comprise 38% of the professional and official level positions (3/8) and 62% are men (5/8)
 - b. Of the female-held professional and official positions, 2 of the 3 are white and one Indian.
 - c. Of the male-held professional and official-level positions, all are white (5/5).
 - d. Men hold all three technical positions
 - e. Of the male-held technical positions, two are white, and one is Asian
 - f. The one skilled craft position (shuttle driver) is held by a female African American
 - g. Four of the seven commissioners are white and three are people of color
 - h. Four of the seven commissioners are women and three are men
- 2) Best practices:
 - a) SFE exceeded the identified labor pool of women officials for their specific job category: in the City, the labor pool data showed that there is an availability of 41.5% women officials and administrators and the department has 50% women officials (1/2).
- 3) Room to improve:
 - a. The department found that it came short of meeting the identified labor pool of women professional percentage. Women hold 33% of professional positions while the labor pool data shows that there is an availability of 47.8% women professionals.
 - b. The department has only one person of color in a professional level position. This underrepresentation reflects the need to take extra steps in the recruitment effort (as discussed below) in order to attract people of color to future job openings.

Unfortunately there is still limited diversity in some of the areas that the Department of the Environment focuses on, giving us a limited pool from which to find qualified applicants. And while the number of women working in environmental programs has increased, the number of people of color in the same programs is smaller. This presents us with a major challenge, since it is still difficult to find a diverse pool of qualified candidates, even with better recruitment practices.

Recruitment:

- 1) Review data:
 - a. When recruiting for a job opening, SFE posts the job announcement on the City website, as well as on opportunity NOCS, Jobseeker, and Ejobs. Job announcements are also listed in various community newspapers including China Press, Chinese Times, El Reportero, San Francisco Bay Times, San Francisco Bay View, Small Business Exchange and Craigs list. In addition, the posting is mailed out to the entire mailing list consisting of community-based and environmental groups across the country.
- 2) Best Practices:

- a. Because people of color are underrepresented in the environmental policymaking labor pool, SFE tries to go beyond the traditional environmental mediums by advertising with various outreach newspapers, as mentioned above.

3) Room to Improve:

- a. While SFE advertises job announcement in nontraditional community newspapers and publications, the final hiring has not resulted in a stronger representation of people of color in professional level positions. Therefore, SFE has to put more effort in doing outreach that goes beyond the traditional method of posting the job announcement. This might involve making a personal outreach call to some of the advocates of color who are working in the environmental field, getting leads and following up on those leads. Because this might involve quite some time and energy, SFE might need to identify additional funds to ensure that such an individualized outreach is possible.

The following feedback on employee recruitment/hiring came from the gender analysis survey conducted with employees:

- Recruitment suggestions included: sending to women's organizations, universities (for graduating students), other local govt. entities (including those outside CA), professional associations (including newsletters and email lists), including specialized professional associations (like the Association of Black Engineers and the Women Energy Associates)
- Hiring suggestions included having a diverse (gender, ethnicity, age) interview panel that is aware of the male/female ratio within the department. Particular attention should be paid to ensuring a workforce that is diverse, including with respect to age.
- Internships should be paid to attract intelligent, qualified interns who are career-tracked for this field and who will remain with the department for some time.
- Recommendation: as department grows, recruit/hire staff so that males and female are more equitably represented in both admin (currently more female) and program (currently more male) staff
- Recommendation: create more entry level program positions to foster women and people of color, who typically do not have the requisite level of experience in this newer field
- The DHR city process is long, impersonal, and inappropriate for professional positions where talented people of color and women have to be wooed. The entire City hiring process needs to be revamped.

The Department has, however, conducted extensive recruitment and outreach to ensure equal opportunity and hiring. These efforts need to be maintained and expanded, particularly since as the Department has expanded into additional program areas, the percentage of women in professional and official positions has declined.

The Department also needs to do a better job in diversifying its hiring panels and keep diversity in the forefront of recruiting for any new positions. The recruitment suggestions listed above will be incorporated into all future hiring processes.

Recommendation: The Department take steps to ensure that diversity is always a prime consideration in recruiting, and do what it can to foster experience in environmental fields through promoting paid internships and entry level positions aimed at recruiting people of color to specialized environmental programs. Diversity should also be a consideration in planning for new program areas. Specific steps that should be undertaken include the following:

- a. Whenever positions are available, make outreach calls to advocates of color and scientific women's groups.
- b. Compile and regularly update a database for recruitment notices.
- c. Develop comprehensive standard recruitment procedures to ensure that all possible outreach options to recruit women and people of color are used.

Recommendation: As resources become available create more paid internships and entry level program positions to recruit women and people of color, who may not have the requisite level of experience in this field.

Performance Reviews and Management:

1. Review data

SFE uses the standard City evaluation form with an additional section for narrative. The process involves first meeting with your supervisor to have a goal-setting meeting, then a mid-year progress assessment meeting at the six-month mark, and a performance evaluation at the end of the year. The end-of-the-year evaluation includes four steps: 1) an employee self-evaluation, 2) supervisor evaluation of the employee, 3) meeting to discuss the evaluation, and 4) final evaluation written by the supervisor. The director follows the pay-per-performance review process.

a. Best Practices

The City Evaluation process for managers and supervisors is comprehensive and extensive. Although the evaluation is designed only for managers and supervisors, the Department of the Environment will be using it for all evaluations.

b. Room to Improve

The Department is behind schedule on conducting performance evaluations, and needs to get back on schedule.

The following feedback on evaluation/management skills came from the gender analysis survey conducted with employees:

- In general, management skills could be improved.
- Recommendation: Periodically, ask staff to evaluate managers so that the evaluation process is mutual. Within the process, focus on areas of improvement.
- There is often too much work to focus on professional development
- On the other hand, some program staff feels that the innovative work itself allows for professional growth
- Both program and administrative staff appear to feel an urgency to get work done, a time crunch
- Recommendation: Quarterly meetings between staff and management to discuss work progress, evaluation, and professional development and promotion
- The department is too small and too new to assess the issue of promotions

Recommendation: The Department should ensure that reviews are conducted on a timely basis, and that time be allocated for regular meetings and feedback sessions with staff.

Flexibility, Health & Safety and Family Care & Benefits

The following feedback on flexibility in time and place, health & safety and family care & benefits came from the gender analysis survey conducted with employees:

FLEXIBILITY IN TIME AND PLACE

- There is strong employee interest in a 9/80 schedule. Fridays are desired day off; constraints could be demand of workload.
- There is significant employee interest in telecommuting, due to reduced commute time, allowing for a quiet atmosphere, environmental benefits, allowing for more time with self/family.
- Employees say that telecommuters should be trusted to work at home, and evaluated on merit (are they completing their work?). Employees could be called when questions arise
- There were differing opinions on criteria for priority, including length of commute. Some staff felt that there should be no priority and rotation was a fair system to ensure office coverage
- Employees felt the office was flexible in allowing them to arrive as desired, but would like to see this flexibility expanded to a 9/80 schedule option
- Employees are more focused on getting the job done and can forget to record overtime as comp time, and will stay late is needed to get the work done

- Some employees say they cannot afford to work part-time due to the high cost of living in the Bay Area

HEALTH & SAFETY

- Female employees were particularly concerned about having to take public transportation at night (due to meetings, working late, etc.) rather than being able to expense a cab on those few occasions

FAMILY CARE & BENEFITS

- Employees of varied family types (including single adults) expressed a need for more personal time in their lives (no time to make dinner, clean the house, exercise, sleep enough, etc.)
- Employees desire reliable, affordable part-time or occasional childcare—this is especially needed when kids are sick and cannot attend day care, share cares, etc.

The Department now has both a flexible work schedule and a 9/80 schedule in place, open to all staff.

Recommendation: That the Department review flexible work schedules, health and safety issues and family care issues on a regular basis. The Department should also research childcare referral options and supply this information to employees.

MAY 21 2001

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Department on the Status of Women*Rosario Navarrette, Interim Executive Director*

CEDAW TASK FORCE RECOMMENDATIONS AND RESPONSE TO THE RENT BOARD'S GENDER ANALYSIS

INTRODUCTION

The Rent Board is a relatively small City and County of San Francisco department charged with enforcement of the City of San Francisco's Rent Control Ordinance, passed in 1978. Its current focus is limited to implementing the ordinance, which in turn emphasizes providing information and referral services about rent control, and holding binding adjudications to resolve disputes.

This report is a response to the Rent Boards' gender analysis originating from San Francisco's local implementation of the principles of the United Nations Convention On The Elimination Of All Forms Of Discrimination Against Women (CEDAW). CEDAW's principles provide a broad, integrated human rights approach to achieving gender equity. During the calendar year 2000, the CEDAW Task Force through the Department on the Status of Women (DOSW) worked with the Rent Board to prepare a "gender analysis" of its budget, services and employment practices. In part, this process resulted in the Department's producing a report documenting their experiences, and identifying both best practices and areas for improvement. The department presented its report to the CEDAW Task Force on January 24, 2001. This CEDAW Task Force response documents some of the resulting discussion, analysis, and recommendations.

METHODOLOGY OF GENDER ANALYSIS

Two management level employees were trained in human rights with a gender perspective. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. Management throughout spent time and effort gathering data and with the assistance of DOSW staff, analyzing information and making recommendations. To obtain both qualitative as well as quantitative data, two focus groups were offered. One focused on community feedback, the other on employee feedback. COSW staff facilitated the focus groups.

Rent Board management encouraged—but did not require—staff to participate in the employee focus group; only one employee chose to attend. This could indicate that employees are relatively satisfied, that they are too busy to participate, and/or other factors.

OVERVIEW OF DEPARTMENT

Residential Rent Stabilization and Arbitration Board (The Rent Board) is a quasi-judicial organization, created by an 1979 legislation to alleviate the city's housing crisis. The Ordinance mission is "to safeguard tenants from excessive rent increases and, at the same time, to assure landlords fair and adequate rents consistent with Federal Anti-Inflation Guidelines." Currently, the Rent Board does not play a significant role in shaping housing policy within the City. It views its duties as designated by legal mandate—most notably the Rent Control Ordinance. While the department's powers are not explicitly limited by statute, its funding is only provided for its designated duties. Given this, it would be difficult for the Rent Board to find resources to pursue significant policy work. Still, the Rent Board directly interacts with a large number of San Francisco's renters and landlords, and as such, is in a unique position to provide learned input on how housing policy changes could impact San Francisco's residents. There is a great need for citywide collaboration to alleviate our current housing crisis—in particular, to provide more affordable housing.

CEDAW Task Force recommends that the Rent Board work more in collaboration with other City departments to achieve a citywide policy for meeting housing needs of our residents, and currently for addressing the City's housing crisis by encouraging affordable housing options.

DATA COLLECTION INCOMPLETE

Data was collected pursuant to the guidelines. The Rent Board collects some data (e.g., neighborhood, zip code, type of petition) about its "two major constituencies: the landlord and tenant communities." However, none of this data is disaggregated by gender, ethnicity/race, or other such criteria.

The data collection and consequently the analysis suffered greatly from a lack of gender-disaggregated data. As stated in the CEDAW Task Force's GUIDELINES FOR A GENDER ANALYSIS: HUMAN RIGHTS WITH A GENDER PERSPECTIVE, "the value of gender-disaggregated data cannot be over-estimated."¹ A good analysis cannot be done with insufficient data. Steps must be taken to ensure that disaggregated data is collected and reported to the public. It is impossible to analyze trends or evaluate the affect of services on women and men if this information does not exist. With that in mind, one recommendation is to begin to collect this data, at minimally disaggregated by gender and race. Part of performing a gender analysis is to look at how gender affects every aspect of an organization and not just those services or budgetary items that are designated for women or girls.

Data Collection—Related Recommendations

The department recognizes that the way in which information is collected and analyzed is critical to the development and application of a gender perspective. Appropriate procedures in this regard will assist in recognizing gender patterns in services and budget concerns. The department further recognizes that a human rights analysis understands the important links

¹ New Zealand Gender Analysis Guidelines, Essential Elements in the Development of A Gender-Sensitive Approach in the United Nations Human Rights Activities, paragraph 25.

between gender and other social identities such as race, immigration status, parental status, language, sexual orientation, disability, age, and other status. For example, without knowing the gender identity of landlords, it is difficult to determine if customer satisfaction is equal for women and men. Similarly, data on the gender of tenants is necessary to analyze whether women or men are disproportionately the subjects of wrongful evictions.

This analysis of budget and services failed to look at gender in large part because of a lack of any current data in this area. Presently, the department's statistics are restricted to its obvious service operations and its funding sources. The Rent Board's current data statistics uses criteria limited to landlord or tenant, neighborhood, type of petition, type of eviction, etc. Because of this lack of demographic data, the department has only anecdotal evidence about whom it serves in terms of gender, race, ethnicity, languages spoken, sexual identity, age or other such criteria. With the exception of some data on the numbers of employees, no data collected was disaggregated by gender, race or other categories. No budgetary items or services data had any indication of gender awareness. There was minimal anecdotal information available regarding which members of the public utilize the services of the Rent Board. While department staff states that they serve a diverse population, without hard data about this population, the department is unable to conduct a fully adequate gender analysis of its budget or services. However, as a result of this analysis, the department will be modifying its customer Evaluation form in order to track comments from female members of the public (see page 4, Services Recommendation).

In addition to evaluations, analyze budget allocations and service provisions by gender and ethnicity: this necessitates tracking the department's programming/customers by gender and ethnicity (disaggregating)—*which is benefiting from your programming? Who are the tenants/landlords you serve? —Who are paying your fees?* This does not all need to be done with extensive forms and complicated databases. A few simple and voluntary questions could be added to current forms or staff could be trained and asked to give estimates based on close observation for a period of time of who, for instance, comes to the front desk for help.

A major study is currently being conducted by the department on the city's housing situation in San Francisco. The study will be a neutral, fact-based study that will present a statistical picture of the city, presented to the Board of Supervisors for their consideration and action. The CEDAW Task Force urges the department to include gender as one of the criteria for analysis.

Gender, race and other disaggregated data should also be reflected and considered in developing all of the Rent Board's forms and surveys. This information is crucial for a more complete analysis.

BUDGET

A gender analysis of a Department's budget is closely related to its services. It looks at what services receive the greatest funding and whom each type of service serves. While the department may be unable to modify its type of service (due to legal mandate, etc.) an analysis is still needed and valuable to understand the gender impact of external restrictions such as the law.

In answer to the question about how gender was considered as part of the budget, the department responded, "Given the judicial nature of the department, we perceive our operation as being "blind" to justice with equal treatment for all." While admirable for its commitment to equality, this philosophy of sameness may not always result in its intended goal of equity. Disregarding gender, race, and other such criterion actually furthers *inequity* by ignoring the varying social and political realities experienced by men and women, people of different ethnicities, etc. CEDAW and international human rights require a look at differences (gender, race, ethnicity, etc.) in order to meet equitable outcomes and so that services and programming can be designed to meet the needs of all.

Currently, the department has no strategic plan. The department has indicated that based on its ordinance driven legal mandate it does not need traditional strategic planning and that its budgeting goals are also based on legal mandates. While the director talks to different groups for input, there is no institutionalized process in place to get public or employee input and no plan for doing things differently. We understand that additional funding may be difficult to find, however, it would be aided by a planning process that was based on disaggregated data and a process which institutionalized public and employee input. A strategic plan and departmental priorities should address the tenants' and landlords' needs as reflected in disaggregated data.

What are the ethnic/gender stats of the Commissioners? From the data available on the Rent Board's website (<http://www.ci.sf.ca.us/rentbd/commissi.htm>) it appears that the commission has four Caucasian women out of ten commissioners.² This does not appear to be a representative body given San Francisco's diverse population.

SERVICES

The Department has no hard data on who utilizes their services other than landlords and tenants. This makes analysis incomplete. Anecdotal evidence pointed to a large number of elderly women both utilize the services as small landlords and possibly benefit from rent control laws as renters. Task Force members pointed out that young women, women with children, low income women or women in domestic violence situations are the most likely to move around a lot and thus may be unprotected by current rent control provisions despite a great need for affordable housing.

One community focus group was held, with a majority of both women and landlords attending (invitations were sent to equal numbers of landlord and tenant groups). The legal nature of much of the work of the department, was reflected in anecdotal evidence from the focus groups, that materials were not written in plain English much less different languages that made it simple for consumers to understand one's rights and responsibilities. The Department recognizes the need for more translators and has made an effort to translate many of its materials into different languages. The department's variety of ways to give information, in more than one language, and the variety of ways it asks for feedback on services is to be commended as a best practice. While noting a need for even more bilingual staff and materials there are twenty-four hour information

² On April 23, 2001 the Rent Board informed us that "Burmese woman was recently appointed to our Commission, in addition to the three Caucasian females. Of the six men, one is African-American, one is Hispanic, and one is gay."

available, counseling services in more than one language, extensive information on the web, and a fax service. Language accessibility is an issue; most materials are in Chinese and Spanish but there is a shortage of interpreters.

Staff explained that the Department is currently monitoring a study being done on the rent control/housing affects in the City. Staff also indicated that gender is not a factor in this study. Given how little data exists on gender within the department we recommend this is an appropriate issue to be included when looking at how rent control affects housing issues. For instance, can the rent control provisions be changed to address the previous mentioned issue of young women, low income women and women in domestic violence situations needing to move around a lot and not utilizing the benefits of the rent control laws?³ Is this being looked at in the current rent control/housing study? IF NOT, could this be included or studied. In particular, the focus group noted that the cohabitation rules may disproportionately affect woman:

“Co-habituating is going up in San Francisco because of the housing market. From the human rights standpoint, there is a disproportionate impact of cohabitation restrictions on women. Women often are awarded custody of children,were told they could not move in with these children, because the use laws limited the number of people.”

Both landlord and tenants, women and men, felt the Administrative Law judges were fair. This demonstrates the Departments clear efforts to stay neutral in the administration of the rent control regulations.

Customer satisfaction is obvious a high priority of the department and staff are given resources to collect the customer feedback. This customer service approach would benefit from integrating gender, race, and other criteria, as discussed above. Of course, in order to continue to protect customers from misuse of sensitive identifying information, any request for such information must make clear that it is voluntary and optional and for purposes of improving customer service.

EMPLOYMENT

The Rent Board gender analysis here demonstrates that the Rent Board best practices as to gender may be due to the work environment itself. A focus group for employees was open to all staff. While not required to go all staff were invited to come give their opinions on a variety of topics. Only one staff member, a woman chose to take part and most of her anecdotal evidence indicated a very positive balanced work life approach to as employers. Staff theorized that employees did not feel the need to attend as they had no real issues to deal within this area (see below). Lack of staff participation may also have been linked to the small amount of staff (two) that attended the human rights training that explored issues raised by the gender analysis.

The focus group participant and the gender analysis both pointed to physical security in the work environment as an issue. Given the extremely volatile nature of the housing market in San

³ The Rent Board responded on April 24, 2001..” ‘low income women or women in domestic violence situations’ who ‘move around a lot’, and are ‘unprotected by current rent control provisions despite a great need for affordable housing’-- vacancy control is specifically prohibited by State law (we’re, most unfortunately, preempted). The ‘use laws’ (‘restrictions on co- habitating’) are actually quite liberal, and are enforced by the Department of Building Inspection. Additionally, the Human Rights Commission helps to enforce the Anti-Discrimination Against Families With Children Ordinance.”

Francisco the frustration of so many in this area, safety in the workplace is a concern. And while the Department has a violence prevention program and training, CEDAW Task Force members recommended inclusion of domestic violence prevention training as part of the program.

Another interesting issue raised, was the need to reclassify to attract more male employees. The focus participant stated that the recent reclassification of Hearing Officers to Administrative Law Judges made a difference in the professional community.

The new position represents the status of a lawyer.

"The reclassification, however, did not make a difference in recruiting because the salary is still too low to attract men."....."Men don't appreciate the flex-time. It's not a real job to them." "We did have to justify the reclassification with the purpose of recruitment, to attract more men."

The participant described the Rent Board as a model for best practices in flexibility in work: it offers part-time and flex-time, and has a good record of promoting women. The participant stated that part-time work and flex-time creates a positive work environment, improves work performance and creating a great place for women to work.

"It is a great place to work, as a woman. When I had my first son I went from full-time to create a job share." "I took my maternity leave and while on leave, was promoted. "I have a lot of support from the whole staff - responsibility, flexibility and trust. I get more work done at home." "All 16 [Administrative Law Judges]...are on flex time, telecommuting, spending two days a week in the office. They have productivity goals, which they do reach...I have an average number of hours per decision. It's almost mathematical." "Those who cannot work at home have an office here." "I don't have to spend 1 ½ hours commuting each way. It's much saner. One day I work until midnight in the office. I don't work at all on Friday."

The Rent Board also promotes flexibility with access to technology. Each person purchases their own computer and the Rent Board allows connection to the system. The Rent Board provides voice mail for everyone.

RECOMMENDATIONS:

In addition to the Rent Board's own recommendations the CEDAW Task Force makes the following ones:

- 1) Collect more disaggregating data, this includes both services (petitioners and respondents), public who requests information at front desk, or calls for information and those that give voluntarily customer feedback. Current forms can be changed to request some additional information; this can all be on an optional basis. Staff can be asked to do an informal count of those that come to front desk on a sporadic basis to gather minimal data on who is utilizing the services.
- 2) The rent control/housing study and future studies should include gender as an issue, with a particular focus on young women, women victims of domestic violence, and low-income women.



SAN FRANCISCO ARTS COMMISSION

DOCUMENTS DEPT.

MAY 21 2001

GENDER ANALYSIS

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INTRODUCTION

The San Francisco Arts Commission champions the arts in San Francisco. The Charter of the City and County of San Francisco established the department in 1932 to ensure that the arts would be incorporated into civic infrastructure for the City's residents. The Arts Commission continues to emphasize that a creative cultural environment is essential to the City's well being. Programs integrate the arts into all aspects of city life. The Arts Commission's extensive set of programs and special projects include the: Art Gallery; Civic Art Collection; Civic Design Review; Community Arts and Education including four neighborhood cultural centers; Cultural Equity Grants; Public Art; Street Artists and the annual Summer in the City pops concerts.

In April 1998, the City and County of San Francisco passed an ordinance (Chapter 12K of the Administrative Code) to locally implement the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). CEDAW provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. It defines discrimination against women and girls as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment, or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."¹ CEDAW ensures the protection of human rights, "those rights that every human being possesses and is entitled to enjoy simply by virtue of being human."² In San Francisco, ensuring human rights means that City government must *proactively* take steps to eliminate discrimination against women and girls.

The San Francisco Arts Commission has worked with the CEDAW Task Force through the Department on the Status of Women (DOSW) for a year preparing a "gender analysis" of its budget, services, and employment practices. This report summarizes the gender analysis that was performed throughout the year 2000. A number of best practices were identified, as were needed areas of improvement.

¹ See City and County of San Francisco, The United Nations Convention on the Elimination of All Forms of Discrimination Against Women Ordinance (hereinafter "San Francisco CEDAW Ordinance"), Ordinance No. 128-98 (Approved April 13, 1998), Administrative Code, Chapter 12K. Full text is available at <http://www.ci.sf.ca.us/cosw>.

² Women's Human Rights Step By Step, Women, Law & Development International, Human Rights Watch, Women's Rights Project, 1997, Washington, D.C., Page 8.



CITY AND COUNTY OF
SAN FRANCISCO

RICHARD NEWIRTH
DIRECTOR OF CULTURAL AFFAIRS

ADMINISTRATION
CIVIC DESIGN REVIEW
PERFORMING ARTS
PUBLIC ART
SUITE 240

COMMUNITY ARTS
& EDUCATION
CULTURAL EQUITY GRANTS
STREET ARTISTS LICENSES
SUITE 60

CIVIC ART COLLECTION
SUITE 70

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METHODOLOGY

Initially, all Arts Commission employees were trained by the CEDAW Task Force in human rights with a gender perspective. The Director of the Arts Commission insisted that all staff, rather than managers only, participate in the human rights training. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. The CEDAW Task Force developed a set of guidelines to aid the department in preparing their gender analysis.³ The Arts Commission management spent considerable time and effort gathering data, then analyzing information and making recommendations with the assistance of DOSW staff.

Throughout, the gender analysis process studied numerical data and also gathered original data from several focus groups. To gather service-related data, the Arts Commission held two community focus groups, facilitated by DOSW staff.. Both female and male employees discussed various employment practices in two additional focus groups. Unfortunately, due to the lack of understanding of the Arts Commission by the consultant hired by the COSW, the staff focus groups did not yield much relevant information.

DATA COLLECTION

Using the CEDAW Task Force's gender analysis guidelines the Arts Commission collected extensive data on its services, budget and employment. With the exception of data on the numbers of employees, most data collected by the Arts Commission was not disaggregated by gender, race, or other categories.

The Arts Commission has two programs that target women and girls specifically. Additionally, in all areas the Arts Commission is extremely aware of gender, race, class, sexual orientation and disability issues and works very hard to ensure equity.

BUDGET

The Arts Commission, through its various committees, determines and approves its mission statement, strategic goals and objectives, and budget priorities on an annual basis.

Strategic Goals and Objectives

Senior staff prepares strategic goals, priorities, and objectives. Gender is sometimes a factor in service goals. For example, both cultural equity grants and the cultural centers serve women and ethnically diverse communities. Additionally, the WritersCorps project specifically targets girls. These programs are dedicated to the support of community

³ Guidelines are available at www.sfgov.org/cosw/cedaw.

artists and youth with an emphasis on at-risk youth, people of color, women and other undeserved communities. The funding allocated to these two programs (CAE and CEG) totals \$4,940,249 and represents 50% of the Arts Commission budget. Other programs at the Arts Commission also support these populations but not as an exclusive mandate. Street Artists, the Gallery and the Public Art Program all support programs that benefit the demographics investigated by the CEDAW project. The Gallery estimates that 55% of the exhibitions are of work by women artists. The public art program has an annual budget of approximately \$3,000,000. The average number of contracts awarded to women artists over the last three years is 56%. In the current year 67% of the contracts were awarded to women artists. Public art projects are selected by independent panels from client departments and the professional art arena. Public Art staff also conduct neighborhood outreach meetings regarding public art projects in those communities. This is also true for the Cultural Equity grants program. The Street Artists and Gallery programs have advisory committees. Gender issues, as well as race, and specific discipline experience is always considered when selecting any panel at the Arts Commission.

There is some anecdotal evidence that the arts employ a disproportionate number of women to men. There is also a conception that men generally hold the highest positions particularly in museums, that is of director or president. There is a much lower percentage of people of color in the arts. Male artists receive much more support in number of exhibitions, grants, commissions, etc. than women do. This is also true in the number of artists and arts historians employed by universities. This is more a function of discrimination reflective generally in the culture than specifically in the arts. Many of the Arts Commission staff are concerned that the city and the culture in general does not support the arts sufficiently because it is a "women's" field. Therefore it is devalued, but again this is anecdotal. The arts in this country are considered expendable, but it's not clear whether that is a function of gender. Further data and analysis is needed, though this is not the mandate of the Arts Commission and would be more appropriately conducted by a national arts service organization or foundation.

A best practice of the Arts Commission is a recent motion passed that provided formal recognition of a long standing policy, it reads:

"It is the policy of the San Francisco Arts Commission to take all reasonable steps to ensure that the community have access to opportunities to participate in the activities of the Arts Commission. Therefore, the Arts Commission shall reach out actively to all segments of the community, without regard to race, color, religion, creed, sex, national origin, ethnicity, age, disability or medical condition, political affiliation, sexual orientation, ancestry, marital or domestic partner status, parental status, other non-merit factors or any other categories prohibited by law when it seeks employees, contractors, interns and volunteer, members of advisory committees, and member of grant, public art and other evaluative panels."

SERVICES

Data: The Arts Commission runs a variety of programs, such as:

Art Gallery - The Arts Commission Gallery showcases the work of Bay Area artists at its ground floor gallery in the War Memorial Building and City Hall galleries.

Civic Art Collection - The Civic Art Collection program is responsible for cataloguing and conserving art belonging to the city outside its museums.

Civic Design Review - The Civic Design Review Committee of architects and designers conducts a three-phase review of new and renovated civic construction projects to ensure design quality of city structures in each neighborhood. Projects include buildings, bridges, viaducts, elevated ways, approaches, gates, fences, lamps, or other structures on land belonging to the City and County of San Francisco. It also provides advice on request to private property owners in relation to the beautification of their property.

Community Arts and Education - The Community Arts & Education (CAE) Program supports cultural arts activities and arts education in San Francisco's diverse communities and promotes the revitalization of economically-disadvantaged and underserved communities through the arts. CAE is a support program that serves special constituents such as youth, the homeless, seniors, and incarcerated people. Its services include:

- **Cultural Centers**—CAE oversees the city's four neighborhood cultural centers. The centers offer cultural and artistic programming, such as free or low-cost classes for youth, and provide venues for performances and gallery exhibits. The cultural centers are the: Bayview Opera House Ruth Williams Memorial Theater, Center for African and African American Art and Culture, Mission Cultural Center for Latino Arts, South of Market Cultural Center.
- **Chinatown Community Arts Program**-a program which provides exhibits and programs in Chinatown
- **Arts Education**—CAE supports arts education programs for youth in school and community settings, such as a network of Bay Area funders initiating strategic planning projects in arts education and *Inside/Out*, a web based and print guide to arts and arts education resources for children and teens in San Francisco.
- **Granting**—This program offers financial support for nonprofit, non-arts organizations serving cultural and/or geographic special constituents, specifically targeting women.
- **WritersCorps**—This is a community service program that improves the literacy and self-sufficiency of disadvantaged communities through the written word, specifically targeting girls and young women.

Cultural Equity Grants - Cultural Equity Grants provides support for San Francisco's multicultural landscape. Four programs offer project-oriented grants to arts organizations and individual artists to nurture and show the city's ethnic diversity (women are a specific group targeted) and variety of cultural traditions.

Public Art - Art enrichment at courthouses, libraries, City offices, the airport, and other civic structures is the result of this program, which integrates works by artists in the construction of city buildings and parks, and in other urban design contexts, such as traffic and pedestrian malls and transit corridors.

Street Artists - The Street Artists Program licenses independent artists and craftspeople to sell their own handcrafted wares in designated sidewalk vending spaces downtown and on Fisherman's Wharf. Street artists are allowed to sell every day of the year, and selection of the approximately 350 spaces is by daily lottery.

Summer in the City - The Summer in the City "pops" concert series provides the public with diverse and affordable performances by the San Francisco Symphony orchestra and a roster of guest artists in Davies Symphony Hall. The SITC series also features an annual free concert in Sharon Meadow in Golden Gate Park, as well as special free concerts at the cultural centers.

ArtHouse - A joint effort with California Lawyers for the Arts, ArtHouse provides housing facilitation assistance to artists and promotes the creation of artist live-work space. It provides consulting and referral services to artists, government agencies, architects, developers, property owners, and the general public. It also assists with the application process for rent subsidies in the current housing crisis.

Many of the Arts Commission programs state in their mission a commitment to serve the city's ethnically diverse and/or underserved communities. The Cultural Equity Grants program focuses on four areas, one of which is assisting underserved communities, with women being included as a large part of that group. The Arts Commission does not collect data on grantees by gender or race, though women are a targeted group for both individual artist grants and organizations.

Many of the Arts Commission programs do not have a primary focus on gender diversity. Where, however, gender-specific data did exist, such as the Slide Registry program and the Public Art program, more than 50% of those served were women. Many of the community partners identified by the service programs also did not indicate a focus on serving women. A few did focus on elders, ethnic groups, and many on youth. The WritersCorps program targets girls working with sites such as Girl's After School Academy and Center for Young Women's Development.

Evaluation measures

The Gallery program has a Gallery Advisory Board, a Visual Arts Committee, and City Hall staff committee--all of whom make decisions about the program and displays. Two of these groups have an equitable representation of women and reported a clear effort to ensure diversity "by striving to have an equitable representation of people of color or male/female artists."

The Arts Commission hired outside consultants to evaluate a number of the youth education programs. This evaluation did not consider gender. The report, however, did provide some excellent information on the success of the programs. Teachers pointed to the "arts program" being integrated into subject areas such as math and science. "(It) helped explore African and Asian art and culture...regular multicultural music and dance and theatre, help students produce books...and connected with social students and literacy."

Some teachers for the program mentioned it as being particularly beneficial to ESL students--others referred to ideas on Native American culture traditions and help with special education students. Another part of the youth education programs, the writing program, did not maintain data on the youth by sex, but it did demonstrate its success at improving writing skills and learning attitude. However, several of the sites are girls only. Youth programs also attempt to measure cultural equity with a consideration of ethnicity – these programs could integrate gender into the evaluation process.

The Street Artists Program

Another community focus group concentrated on the Street Artist program. The Street Artists Program is a model program that presents some best practices of the Arts Commission. The Street Artists program provides economic opportunities for women from diverse backgrounds, including women with disabilities and those supporting families. Participants describe the Street Artists Program as an opportunity for women to run their own lives, be validated, support themselves and their families, choose when they want to work, and what they want to create artistically. It is described as a program that includes—and is an “equalizer” of—very diverse people, including people from all over the world, and people with disabilities. Some examples include:

- One woman with Attention Deficit Disorder (ADD) has financially liberated herself from her husband and found a way to support herself that allows her to work on what she is interested in. The woman stated, “This is the most ADD-friendly program you could possibly have. If I won the Lottery, I would be [selling my art] the next day, if it wasn’t raining.”
- One Chinese woman who had emigrated from China where she had to work from before daybreak until late at night felt the Street Artist program was “heaven” because as an artist, she could do what she wanted, as long as she didn’t break any laws.
- Another woman when asked of her experiences with the program responded, “The experience of being a woman-owned business working with the Arts Commission has been nothing but positive.”

One suggestion for improving the lottery system that is used to select Street Artists locations was made regarding a woman with children and no car. She said that the time to conduct the lottery each morning should be scheduled to accommodate women with children who are not able to be there by 9 am.

EMPLOYMENT

Data

- The Arts Commission employs thirty staff most of who are full time.
- 74% of the staff are female.
- 41% of the staff are people of color. When positions are vacated, strong efforts are made by the staff to guarantee the continuation of the positions, abiding by Affirmative Action guidelines in filling those positions. Black males and females, as well as Hispanics and Filipinos are underrepresented in each category.

- 55% of managers are women (total no. of managers, 9)
- Of the male managers, 60% are white and 40% are men of color.
- Of the female managers, 83% are white and 17% are women of color.
- There was no data available on age, sexual orientation, family status, disability, or other factors.

BEST PRACTICES:

The Arts Commission considers itself to be one of the most progressive departments in the city. The department has always maintained a commitment to diversity and equity in all of its programs and operations. We work very closely with the Human Rights Commission to ensure that all of our artist commissions and contracts, at a minimum, adhere to all the city's regulations.

Our art enrichment and grant panels also emphasize the diversity of participants in regards to race, gender and arts discipline. We hold numerous community meetings to ensure that the community has input into our programs especially when we place art in particular neighborhoods. We work tirelessly in this regard for consensus among all the interested parties. Our advisory committee for our Street Artists and Gallery programs again emphasize diversity. Our staff work/life policies are extremely liberal and it has been noted by staff that these policies account for the department's high retention rate. The Arts Commission exceeds the city's guidelines when advertising positions in an attempt to reach the most diverse job pool possible. The Arts Commission budget is reviewed annually in several public hearings and all documents are available for public view. The department maintains an extensive web site that provides access to all committee hearings with agendas and minutes. Additionally, all job, artist commissions and exhibit, and grant opportunities are posted on the web site, as well as advertised in extensive mailings and print ads. We provide annual reports for the commission as well as several of our programs.

Employment and Mentoring:

There is extremely low turnover in upper level Arts Commission positions. The most turnover occurs at entry-level positions, which are considered an opportunity to enter the field and move up. The entry-level positions and internships, as well as opportunities for volunteers enable the Arts Commission to outreach to people of color who are the most underserved group in the arts. Staff serving in entry-level positions and internships have consistently gone onto higher level positions both in the arts and the public sector. The Cultural Center's staffs are largely people of color, but no specific data has been collected.

The Arts Commissions exceeds the requirements of DHR in advertising our positions. We regularly advertise on several web based job services, arts and funding publications, send out mailings to approximately 1000 artists and arts professionals in the Bay Area, as well as advertise positions in community newspapers and alternative publications to reach a broad cross section of the public.

Classification Study:

The Arts Commission has undertaken a classification study for all the positions in the department. Many of the positions haven't been evaluated for over twenty years. DHR is working with the Arts Commission to evaluate these positions by comparing them to current management civil service positions within the city, as well as gathering data of similar positions at other departments of cultural affairs in San Jose, LA, NYC, Seattle, etc. Additional curator positions in museums are also being surveyed. Early recommendations from DHR find that many of the positions should be upgraded which will result in salary increases for most of the staff.

Flexible Work Schedules:

The Arts Commission provides a variety of flexible work options currently to a number of employees. These schedules are accommodated on a case by case basis. Additionally the department offers a flexible start time for all employees. Employees may begin their workday anytime between 8 am and 9:30 am. They are then responsible for working eight hours exclusive of lunch. Two employee have opted for a reduced schedule to 4 days work so that they can spend more time with their children. The department is sympathetic to working parents and provides flexibility for staff to pick up children, attend teacher conferences, etc. during the workday. Telecommuting is on an as-needed basis. There is no official job sharing, though staff often collaborate on the same project. The department is considering compressed work week options, such as 4, 10-hour days per week or 80 hours within 9 days with a day off every other week. Several staff have expressed an interest but no action has yet been taken.

The Arts Commission cultivates a work culture of trust and professionalism, which is greatly appreciated by the staff. This culture along with the flexibility provided results in extremely low turnover and a high degree of professionalism. The Director, Deputy Director and Arts Commission value and empower the staff. In a staff focus group an employee stated in regards to the department's flexibility, "It's worth more than money." Employees expressed both satisfaction and frustration with the City's childcare options. One employee is able to visit her child twice a day. Another employee has been on the waiting list for almost two years and is not likely to get her child into the City Hall day care program. The costs are extremely high.

RECOMMENDATIONS:

- 1) The Arts Commission will make an effort to evaluate all its programs, services and operations which include gender as one of the focuses. We will consider hiring a consultant to help us establish a meaningful evaluation process as well as a survey tool for each of our programs. The community will be involved in this evaluation process.
- 2) The Arts Commission will continue its practice of offering staff flexibility and consider offering more options such as job sharing, part-time (most staff are full-

time), compressed work week; formal telecommuting where feasible, and other work-life resources (most likely in conjunction with other departments) such as childcare and elder information or referrals, etc.

- 3) The CEDAW task force should take a leadership role in recommending City-wide policies regarding gender equity, as well as employment flexibility policies.
- 4) The department will also look into the issue of the Street Artist lottery and the impact on parents.

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City and County of San Francisco

Department on the Status of Women
Rosario Navarrette, Interim Executive Director

CEDAW TASK FORCE RECOMMENDATIONS AND RESPONSE TO THE RENT BOARD'S GENDER ANALYSIS

INTRODUCTION

The Rent Board is a relatively small City and County of San Francisco department charged with enforcement of the City of San Francisco's Rent Control Ordinance, passed in 1978. Its current focus is limited to implementing the ordinance, which in turn emphasizes providing information and referral services about rent control, and holding binding adjudications to resolve disputes.

This report is a response to the Rent Boards' gender analysis originating from San Francisco's local implementation of the principles of the United Nations Convention On The Elimination Of All Forms Of Discrimination Against Women (CEDAW). CEDAW's principles provide a broad, integrated human rights approach to achieving gender equity. During the calendar year 2000, the CEDAW Task Force through the Department on the Status of Women (DOSW) worked with the Rent Board to prepare a "gender analysis" of its budget, services and employment practices. In part, this process resulted in the Department's producing a report documenting their experiences, and identifying both best practices and areas for improvement. The department presented its report to the CEDAW Task Force on January 24, 2001. This CEDAW Task Force response documents some of the resulting discussion, analysis, and recommendations.

METHODOLOGY OF GENDER ANALYSIS

Two management level employees were trained in human rights with a gender perspective. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. Management throughout spent time and effort gathering data and with the assistance of DOSW staff, analyzing information and making recommendations. To obtain both qualitative as well as quantitative data, two focus groups were offered. One focused on community feedback, the other on employee feedback. COSW staff facilitated the focus groups.

Rent Board management encouraged—but did not require—staff to participate in the employee focus group; only one employee chose to attend. This could indicate that employees are relatively satisfied, that they are too busy to participate, and/or other factors.

OVERVIEW OF DEPARTMENT

Residential Rent Stabilization and Arbitration Board (The Rent Board) is a quasi-judicial organization, created by an 1979 legislation to alleviate the city's housing crisis. The Ordinance mission is "to safeguard tenants from excessive rent increases and, at the same time, to assure landlords fair and adequate rents consistent with Federal Anti-Inflation Guidelines." Currently, the Rent Board does not play a significant role in shaping housing policy within the City. It views its duties as designated by legal mandate—most notably the Rent Control Ordinance. While the department's powers are not explicitly limited by statute, its funding is only provided for its designated duties. Given this, it would be difficult for the Rent Board to find resources to pursue significant policy work. Still, the Rent Board directly interacts with a large number of San Francisco's renters and landlords, and as such, is in a unique position to provide learned input on how housing policy changes could impact San Francisco's residents. There is a great need for citywide collaboration to alleviate our current housing crisis—in particular, to provide more affordable housing.

CEDAW Task Force recommends that the Rent Board work more in collaboration with other City departments to achieve a citywide policy for meeting housing needs of our residents, and currently for addressing the City's housing crisis by encouraging affordable housing options.

DATA COLLECTION INCOMPLETE

Data was collected pursuant to the guidelines. The Rent Board collects some data (e.g., neighborhood, zip code, type of petition) about its "two major constituencies: the landlord and tenant communities." However, none of this data is disaggregated by gender, ethnicity/race, or other such criteria.

The data collection and consequently the analysis suffered greatly from a lack of gender-disaggregated data. As stated in the CEDAW Task Force's GUIDELINES FOR A GENDER ANALYSIS: HUMAN RIGHTS WITH A GENDER PERSPECTIVE, "the value of gender-disaggregated data cannot be over-estimated."¹ A good analysis cannot be done with insufficient data. Steps must be taken to ensure that disaggregated data is collected and reported to the public. It is impossible to analyze trends or evaluate the affect of services on women and men if this information does not exist. With that in mind, one recommendation is to begin to collect this data, at minimally disaggregated by gender and race. Part of performing a gender analysis is to look at how gender affects every aspect of an organization and not just those services or budgetary items that are designated for women or girls.

Data Collection—Related Recommendations

The department recognizes that the way in which information is collected and analyzed is critical to the development and application of a gender perspective. Appropriate procedures in this regard will assist in recognizing gender patterns in services and budget concerns. The department further recognizes that a human rights analysis understands the important links

¹ New Zealand Gender Analysis Guidelines, Essential Elements in the Development of A Gender-Sensitive Approach in the United Nations Human Rights Activities, paragraph 25.

between gender and other social identities such as race, immigration status, parental status, language, sexual orientation, disability, age, and other status. For example, without knowing the gender identity of landlords, it is difficult to determine if customer satisfaction is equal for women and men. Similarly, data on the gender of tenants is necessary to analyze whether women or men are disproportionately the subjects of wrongful evictions.

This analysis of budget and services failed to look at gender in large part because of a lack of any current data in this area. Presently, the department's statistics are restricted to its obvious service operations and its funding sources. The Rent Board's current data statistics uses criteria limited to landlord or tenant, neighborhood, type of petition, type of eviction, etc. Because of this lack of demographic data, the department has only anecdotal evidence about whom it serves in terms of gender, race, ethnicity, languages spoken, sexual identity, age or other such criteria. With the exception of some data on the numbers of employees, no data collected was disaggregated by gender, race or other categories. No budgetary items or services data had any indication of gender awareness. There was minimal anecdotal information available regarding which members of the public utilize the services of the Rent Board. While department staff states that they serve a diverse population, without hard data about this population, the department is unable to conduct a fully adequate gender analysis of its budget or services. However, as a result of this analysis, the department will be modifying its customer Evaluation form in order to track comments from female members of the public (see page 4, Services Recommendation).

In addition to evaluations, analyze budget allocations and service provisions by gender and ethnicity: this necessitates tracking the department's programming/customers by gender and ethnicity (disaggregating)—*which is benefiting from your programming? Who are the tenants/landlords you serve? —Who are paying your fees?* This does not all need to be done with extensive forms and complicated databases. A few simple and voluntary questions could be added to current forms or staff could be trained and asked to give estimates based on close observation for a period of time of who, for instance, comes to the front desk for help.

A major study is currently being conducted by the department on the city's housing situation in San Francisco. The study will be a neutral, fact-based study that will present a statistical picture of the city, presented to the Board of Supervisors for their consideration and action. The CEDAW Task Force urges the department to include gender as one of the criteria for analysis.

Gender, race and other disaggregated data should also be reflected and considered in developing all of the Rent Board's forms and surveys. This information is crucial for a more complete analysis.

BUDGET

A gender analysis of a Department's budget is closely related to its services. It looks at what services receive the greatest funding and whom each type of service serves. While the department may be unable to modify its type of service (due to legal mandate, etc.) an analysis is still needed and valuable to understand the gender impact of external restrictions such as the law.

In answer to the question about how gender was considered as part of the budget, the department responded, "Given the judicial nature of the department, we perceive our operation as being "blind" to justice with equal treatment for all." While admirable for its commitment to equality, this philosophy of sameness may not always result in its intended goal of equity. Disregarding gender, race, and other such criterion actually furthers *inequity* by ignoring the varying social and political realities experienced by men and women, people of different ethnicities, etc. CEDAW and international human rights require a look at differences (gender, race, ethnicity, etc.) in order to meet equitable outcomes and so that services and programming can be designed to meet the needs of all.

Currently, the department has no strategic plan. The department has indicated that based on its ordinance driven legal mandate it does not need traditional strategic planning and that its budgeting goals are also based on legal mandates. While the director talks to different groups for input, there is no institutionalized process in place to get public or employee input and no plan for doing things differently. We understand that additional funding may be difficult to find, however, it would be aided by a planning process that was based on disaggregated data and a process which institutionalized public and employee input. A strategic plan and departmental priorities should address the tenants' and landlords' needs as reflected in disaggregated data.

What are the ethnic/gender stats of the Commissioners? From the data available on the Rent Board's website (<http://www.ci.sf.ca.us/rentbd/commissi.htm>) it appears that the commission has four Caucasian women out of ten commissioners.² This does not appear to be a representative body given San Francisco's diverse population.

SERVICES

The Department has no hard data on who utilizes their services other than landlords and tenants. This makes analysis incomplete. Anecdotal evidence pointed to a large number of elderly women both utilize the services as small landlords and possibly benefit from rent control laws as renters. Task Force members pointed out that young women, women with children, low income women or women in domestic violence situations are the most likely to move around a lot and thus may be unprotected by current rent control provisions despite a great need for affordable housing.

One community focus group was held, with a majority of both women and landlords attending (invitations were sent to equal numbers of landlord and tenant groups). The legal nature of much of the work of the department, was reflected in anecdotal evidence from the focus groups, that materials were not written in plain English much less different languages that made it simple for consumers to understand one's rights and responsibilities. The Department recognizes the need for more translators and has made an effort to translate many of its materials into different languages. The department's variety of ways to give information, in more than one language, and the variety of ways it asks for feedback on services is to be commended as a best practice. While noting a need for even more bilingual staff and materials there are twenty-four hour information

² On April 23, 2001 the Rent Board informed us that "Burmese woman was recently appointed to our Commission, in addition to the three Caucasian females. Of the six men, one is African-American, one is Hispanic, and one is gay."

available, counseling services in more than one language, extensive information on the web, and a fax service. Language accessibility is an issue; most materials are in Chinese and Spanish but there is a shortage of interpreters.

Staff explained that the Department is currently monitoring a study being done on the rent control/housing affects in the City. Staff also indicated that gender is not a factor in this study. Given how little data exists on gender within the department we recommend this is an appropriate issue to be included when looking at how rent control affects housing issues. For instance, can the rent control provisions be changed to address the previous mentioned issue of young women, low income women and women in domestic violence situations needing to move around a lot and not utilizing the benefits of the rent control laws?³ Is this being looked at in the current rent control/housing study? IF NOT, could this be included or studied. In particular, the focus group noted that the cohabitation rules may disproportionately affect woman:

“Co-habituating is going up in San Francisco because of the housing market. From the human rights standpoint, there is a disproportionate impact of cohabitation restrictions on women. Women often are awarded custody of children,were told they could not move in with these children, because the use laws limited the number of people.”

Both landlord and tenants, women and men, felt the Administrative Law judges were fair. This demonstrates the Departments clear efforts to stay neutral in the administration of the rent control regulations.

Customer satisfaction is obvious a high priority of the department and staff are given resources to collect the customer feedback. This customer service approach would benefit from integrating gender, race, and other criteria, as discussed above. Of course, in order to continue to protect customers from misuse of sensitive identifying information, any request for such information must make clear that it is voluntary and optional and for purposes of improving customer service.

EMPLOYMENT

The Rent Board gender analysis here demonstrates that the Rent Board best practices as to gender may be due to the work environment itself. A focus group for employees was open to all staff. While not required to go all staff were invited to come give their opinions on a variety of topics. Only one staff member, a woman chose to take part and most of her anecdotal evidence indicated a very positive balanced work life approach to as employers. Staff theorized that employees did not feel the need to attend as they had no real issues to deal within this area (see below). Lack of staff participation may also have been linked to the small amount of staff (two) that attended the human rights training that explored issues raised by the gender analysis.

The focus group participant and the gender analysis both pointed to physical security in the work environment as an issue. Given the extremely volatile nature of the housing market in San

³ The Rent Board responded on April 24, 2001..” ‘low income women or women in domestic violence situations’ who ‘move around a lot’, and are ‘unprotected by current rent control provisions despite a great need for affordable housing’-- vacancy control is specifically prohibited by State law (we’re, most unfortunately, preempted). The ‘use laws’ (‘restrictions on co- habitating’) are actually quite liberal, and are enforced by the Department of Building Inspection. Additionally, the Human Rights Commission helps to enforce the Anti-Discrimination Against Families With Children Ordinance.”

Francisco the frustration of so many in this area, safety in the workplace is a concern. And while the Department has a violence prevention program and training, CEDAW Task Force members recommended inclusion of domestic violence prevention training as part of the program.

Another interesting issue raised, was the need to reclassify to attract more male employees. The focus participant stated that the recent reclassification of Hearing Officers to Administrative Law Judges made a difference in the professional community.

The new position represents the status of a lawyer.

“The reclassification, however, did not make a difference in recruiting because the salary is still too low to attract men.”.....“Men don’t appreciate the flex-time. It’s not a real job to them.”“We did have to justify the reclassification with the purpose of recruitment, to attract more men.”

The participant described the Rent Board as a model for best practices in flexibility in work: it offers part-time and flex-time, and has a good record of promoting women. The participant stated that part-time work and flex-time creates a positive work environment, improves work performance and creating a great place for women to work.

“It is a great place to work, as a woman. When I had my first son I went from full-time to create a job share.” “I took my maternity leave and while on leave, was promoted. “I have a lot of support from the whole staff - responsibility, flexibility and trust. I get more work done at home.” “All 16 [Administrative Law Judges]...are on flex time, telecommuting, spending two days a week in the office. They have productivity goals, which they do reach...I have an average number of hours per decision. It’s almost mathematical.” “Those who cannot work at home have an office here.” “I don’t have to spend 1 ½ hours commuting each way. It’s much saner. One day I work until midnight in the office. I don’t work at all on Friday.”

The Rent Board also promotes flexibility with access to technology. Each person purchases their own computer and the Rent Board allows connection to the system. The Rent Board provides voice mail for everyone.

RECOMMENDATIONS:

In addition to the Rent Board’s own recommendations the CEDAW Task Force makes the following ones:

- 1) Collect more disaggregating data, this includes both services (petitioners and respondents), public who requests information at front desk, or calls for information and those that give voluntarily customer feedback. Current forms can be changed to request some additional information; this can all be on an optional basis. Staff can be asked to do an informal count of those that come to front desk on a sporadic basis to gather minimal data on who is utilizing the services.
- 2) The rent control/housing study and future studies should include gender as an issue, with a particular focus on young women, women victims of domestic violence, and low-income women.

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Gender Study Report – Department of the Environment

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In April 1998, the City and County of San Francisco passed an ordinance (Chapter 12K of the Administrative Code) to locally implement the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW). CEDAW provides a universal definition of discrimination against women and brings attention to a whole range of issues concerning women's human rights. It defines discrimination against women and girls as any "distinction, exclusion, or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."¹ CEDAW ensures the protection of human rights, "those rights that every human being possesses and is entitled to enjoy simply by virtue of being human."² In San Francisco, ensuring human rights means that City government must proactively take steps to eliminate discrimination against women and girls.

The CEDAW Task Force through the Department on the Status of Women (DOSW) has worked with the Department of the Environment for a year preparing a "gender analysis" of its budget, services and employment practices. This report summarizes the gender analysis that was performed throughout the year 2000. A number of best practices were identified, as were needed areas of improvement.

Methodology

The gender analysis was completed by Department staff working collaboratively with Ms. Latika Malkani from the Commission on the Status of Women. Marina Kipnis, the Department's Executive Assistant, was the lead staff member at the Department in organizing meetings, writing and distributing the survey and preparing the initial documentation. When Ms. Kipnis left the Department in December, 2000, completion of the final report became the responsibility of David Assmann, Deputy Director.

Initially, all employees were trained in human rights with a gender perspective. This perspective recognizes that differences in life experiences based on gender often results in social, economic, political, and other inequities for women and girls. Next, staff spent considerable time and effort gathering data, and with the assistance of DOSW staff, analyzing information and making recommendations.

A. Overview

The San Francisco Department of Environment (SFE) is one of the newest of the City's Departments – it was founded by a voter approved charter amendment in 1995, and began operations in early 1996. It is still one of the smallest Departments in the City – for 2000-2001, the Department had 13.29 FTE staff and an annual budget of \$1,578,034. Virtually all the staff is new – the longest serving staff member started in April 1999 (the Clean Air Program staff have been with the City for a longer period of time, but not as part of the Department of the Environment), and more than three-quarters of the staff have been with the Department for less than 1 year.

Although the Department is small by City department standards, it has a large and important mission. The Department's overall mission is to improve, enhance and preserve the environment and promote San Francisco's long term environmental sustainability.

The Department reports to the Commission on the Environment, which consists of seven members appointed by the Mayor for four-year terms. The Department of the Environment is responsible for regularly producing an assessment of San Francisco's environmental condition. It must also produce and regularly update plans for the long-term environmental sustainability of San Francisco.

¹ See City and County of San Francisco, The United Nations Convention on the Elimination of All Forms of Discrimination Against Women Ordinance (hereinafter "San Francisco CEDAW Ordinance"), Ordinance No. 128-98 (Approved April 13, 1998), Administrative Code, Chapter 12K. Full text is available at <http://www.ci.sf.ca.us/cosw>.

² Women's Human Rights Step By Step, Women, Law & Development International, Human Rights Watch, Women's Rights Project, 1997, Washington, D.C., Page 8.

The Commission on the Environment is empowered by the Charter to investigate and make recommendations to all City agencies related to operations and functions, including:

1. Solid waste management;
2. Recycling;
3. Energy conservation;
4. Natural resource conservation;
5. Environmental inspections;
6. Toxics;
7. Urban forestry and natural resources;
8. Habitat restoration; and
9. Hazardous materials.

The Department has three program areas that were developed in support of ordinances passed by the Board of Supervisors. These are the Clean Air Program, the Resource Efficient Building Program and the Integrated Pest Management Program. Of these, the Clean Air Program is the largest and most established, with five full time staff. The Integrated Pest Management Program and the Resource Efficient Building Program each have one staff person, and the Integrated Pest Management Program also has the assistance of one part time intern.

In addition to the three programs mandated by ordinance, the Department conducts extensive public outreach and works on a variety of issues that come before the Environmental Commission, including issues of toxics reduction (such as dioxin, mercury and pentachlorophenol), recycling, habitat conservation, energy conservation, renewable energy, and urban forestry. The Department has just integrated the Resource Efficient Building Program into a new Resource Efficiency Program, which includes the addition of a new staff person to work on energy conservation and other resource efficiency issues.

One of the largest new initiatives that the Department is responsible for is administering a new \$13 million dollar grant program for the Bayview/Hunter's Point and Potrero Hill neighborhoods. The California Legislature recognizing that the residents of Hunters Point and Potrero Hill neighborhoods have disproportionately suffered from the presence of power plants in their neighborhoods, appropriated \$13 million to the City to mitigate the impacts of the sale and possible expansion of the Potrero plant and the ultimate shutdown of the Hunters Point plant.

The Department and the Commission on the Environment is responsible for developing and implementing the grant program. The Department and Commission has sought input from the public, City officials, non-profit organizations, and foundations, and has held five public meetings, including two in the affected communities, to ensure that all comments and concerns were considered in developing the grant program. Based on the state appropriation, public input and staff recommendations, projects are currently being considered in the following areas: Environmental Justice, Environmental Health and Energy and Climate Change. The grant criteria for each of those three areas are outlined below:

Environmental Justice - Across the United States, low-income and communities of color bear a disproportionate burden from environmental pollution. Communities are recognizing the need for broader social solutions beyond the mitigation of a particular risk or environmental hazard, such as adequate access to health care and education, better job opportunities, affordable and healthy housing, inclusiveness in decision-making, and the development of community responses to problems. Funding in the environmental justice category will include projects that address environmental pollution education and organizing, land use, economic and infrastructure development, and community empowerment.

Environmental Health - The rapidly emerging field of environmental health shows that health practitioners and the public are recognizing the connection between the physical environment and human health. For example, a toxic environment can affect sexual development and reproduction, and has also been linked to dramatic increases in cancer and asthma among its residents. Air pollution, water quality and chemical emissions also affect environmental health and wellbeing. Funded projects will improve the environmental health of the community members and will focus on pollution prevention and education; open space and recreation creation and enhancement; and nutrition.

Energy and Climate Change - Energy generation and use has a direct effect on the environment in which we live. Power plants and transportation are among the largest sources of air pollution as the fossil fuels that power most plants and vehicles directly contribute to global warming. Renewable energy, such as solar and wind, reduce air pollution and help protect the environment. Energy efficiency programs help conserve energy and save money. Funding in the energy and climate change arena will promote renewable energy and energy efficiency, reduce the use and generation of fossil fuels, and develop and promote alternative fuels and modes of transportation.

Strategic Plans/Public Meetings

The Department currently does not have a strategic plan, other than the City's Sustainability Plan, developed through an extensive public process in 1996, with hundreds of participants. The Sustainability Plan was adopted as official City policy in 1997, but it is not set up as an easily implementable strategic plan. A long term planning process was initiated for the first time in fall of 2000, and while short-term goals have been developed for the next fiscal year (2001-2002), no long-term strategic plan has yet been put into place. There are plans for annual retreats, both for the Department and the Commission, in order to help develop both short and long term strategic plans. Commission retreats are open to the public and advertised via email, mail and ads. While gender analysis has not been used in the process of analyzing public input, we have a diverse mailing list and publicize our meetings extensively, including keeping mailing lists of anyone who wishes to be notified of upcoming meetings and issues. While the Commission's planning retreats are usually not attended by many members of the public, we do have a large number of attendees at many of the Commission's public meetings. Asking for voluntary diversity self-identification at public meetings would help the Department determine the diversity of our community input.

Recommendation: That the Commission set up a mechanism for members of the public to voluntarily self identify diversity at public meetings, including diversity of membership if the input is coming from a representative of an organization.

Annual Strategic Plans

All program managers are involved in the process of developing annual plans, and these are discussed at staff meetings. Gender analysis has not been used in the determination of strategic issues, primarily because our program areas and projects are determined by ordinances (such as the Clean Air, Integrated Pest Management, and Resource Efficient Building) or by resolutions from the Environmental Commission or Board of Supervisors.

The following feedback on strategic planning came from the gender analysis survey conducted with employees:

- Strategic Planning retreat was open, allowing staff to provide input to future direction
- Process is too young to assess
- Recommendation: To ensure full participation, facilitator should meet individually and confidentially with employees to get ideas and issues

Given the limited resources of the Department, and the responsibilities of individual staff, it has been difficult to set aside adequate time for strategic planning. Additional financial and staff resources are needed if the Department is to adequately conduct strategic planning processes. And, while setting aside time for the facilitator to meet individually with each employee would help maximize the effectiveness of the planning process, it is not practical given current time and resource constraints. However, it would be feasible to consider a mechanism for employees to confidentially give feedback to the facilitator prior to the planning meetings.

Recommendation: For future planning retreats, set up a mechanism for employees to give feedback to the facilitator prior to the actual retreat. This could be done by email.

As the Department builds its new strategic planning process, it may benefit from integrating gender into this process. For example, program areas could be studied to determine whom they serve, paying particular attention to gender, ethnicity, and other self-identified criteria. This examination would aide in better documenting

whether the Department is meeting its goal of serving the needs of a diverse population. Participating in the current gender analysis has been the first opportunity for the Department to formally look at gender impact.

Recommendation: The Department look for additional financial and staff resources to survey constituents served and thereby be able to conduct comprehensive planning processes, including the integration of gender analysis into each process.

Recommendation: The Department look for internship or volunteer help to do a review and report on scientific literature on gender impacts of environmental issues.

Recommendation: In developing the application process for funding for the current grant program in the Bayview/Hunters Point and Potrero neighborhoods, that gender be included in the RFP, the outreach, recruitment, review panels and implementation of grant projects. Use available resources, such as the Women's Foundation, in the development of this process.

B. Budget Questions

The budget is developed by individual program managers, who submitted their proposed budget to the Deputy Director. The Deputy Director reviews each budget with individual program managers and then discusses recommendations with the Director for the final budget proposal. A draft budget is then submitted to the Mayor's Budget Analyst and then to the Commission on the Environment before being formally submitted to the Mayor's office. The following table outlines the budget process & who is involved:

Job Title	Gender	Race/Ethnicity
Director (Reviews/Final Decision)	female	white
Deputy Director (Reviews/Makes Recommendations)	male	white
Program Manager Integrated Pest Management Program (Prepares Program Budget)	female	white
Program Manager Resource Efficiency Program (Prepares Program Budget)	male	white
Program Manager Clean Air Program (Prepares Program Budget)	male	white
Commission Secretary (Prepares Commission/Grant Budget)	female	Asian
Program Manager Public Information (Prepares Program Budget)	male	white

As evident from the above chart, the department needs to diversify its management staff. We recognize the importance of ethnic diversity at all level, especially at more senior levels where policy and budgetary decisions are made. Since its inception, and especially over the past 2 years, the Department has made a big push to strengthen its recruitment of underrepresented persons. This is discussed more thoroughly below, under "Employment: Recruitment."

While our budget priorities primarily reflect mandated programs, such as the Clean Air Program, the Integrated Pest Management Program, and the Resource Efficient Building Program, there are gender implications

in our priorities. For example, exposure to pesticides, pollutants in the air and poor indoor air quality, can have a greater detrimental effect on pregnant women. The department recognizes that the way in which information is collected and analyzed is critical to the development and application of a gender perspective. Appropriate procedures in this regard will assist in recognizing gender patterns in services and budget concerns. At this point, however, we have not had the resources to conduct a proper analysis of the gender impact of our programs. There would be two ways of doing a proper analysis. The first would be to add the responsibility to each program area, and expand the staff to allow them the time to conduct the necessary analysis work, which could include reviewing the programs and the scientific literature on gender impacts of environmental issues. The second would be to hire a consultant to look at the environmental priorities of the Department and examine the gender implications of the work conducted by the Department.

Recommendation: The Department prepare an outline of the resources that would be required to incorporate gender analysis into programs and priorities.

The following feedback on budgeting came from the gender analysis survey conducted with employees:

- Program directors are responsible for proposing their budgets
- Program staff feels involved in the budget process

Performance Measures

Performance measures are determined annually as part of the budget process. Each program director prepares performance goals as part of the budget process, and they are reviewed in the same manner as the budget. Gender has not been explicitly used in the determination of performance measures in the past. The performance measure system has not been adequate, particularly since the current system does not allow for easily adding or changing goals. It is our intention to totally overhaul our performance measures before preparing the next budget.

Recommendation: Incorporate gender analysis into the performance measure process for next year including mechanisms for tracking all community input by at least gender and ethnicity.

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
IPM Program			
Requests for exemptions processed in a timely fashion.	On-time; complete	On-time; complete	On-time; complete
Review of departments' implementation plans; assistance to comply.	All departments have submitted acceptable plans	80% of departments in compliance	All departments in compliance
Public educated about benefits of less-toxic approach.	IPM reference library developed	Pesticide fact sheets published; new article published	Post all pest fact sheets, add IPM information to SFE web site; least-toxic pesticide list completed
Coordination of IPM Activities			Centralize program under SFE
Resource Efficient Building			
Development of proposed program	Implementation of goals depending on final content of ordinance, if passed		Passage of Resource Efficient Building Ordinance; hire coordinator and begin pilot project planning; co-host PVC-free building conference
Public Outreach (broad range of mandated topics)			

Performance Measure	Fiscal 98-99 Target	Performance FY 98-99	FY 99-00 Target
Engage citizens/youth	Volunteer program expanded	Feasibility studied and new program developed	Recruitment and retention of 2 part time volunteer/interns every month Global Warming Essay/Art Contest for Kids
Outreach on environmental issues to the community	Speakers Bureau established	Put on hold pending program reorganization	Regular contributions to print media on sustainability and other environmental issues Continue Web site expansion Develop logo Establish an Environmental Information Center as part of the SFE office COE meetings held in neighborhoods
Outreach on environmental issues to the community (cont.)	Regular contributions to print media on sustainability and other environmental issues Web site expanded	Put on hold pending program reorganization SFE and Commission Web sites redesigned and expanded; important Dept. and Commission documents posted online regularly	

C. SERVICE QUESTIONS

Fiscal Year 2000 Revenue \$1,716,300

Program Title	Dollars	Source	Source Limitations	% of Total
Administration, Policy, Outreach and Special Projects	\$594,000	General Fund	Tied to Projects in Budget	35%
Integrated Pest Management	\$125,300	Other City Departments	Can only be used on Integrated Pest Management Programs	7%
Clean Air Program	\$590,000	State, Local Grants, General Fund	Funds tied to specific Clean Air Projects	34%
Resource Efficiency Program	\$407,000	General Fund, Other Departments, Capital Fund	Funds for Resource Efficient Building Program and Energy Conservation Programs	24%

Most of the programs offered by the Department of the Environment are new – the Resource Efficiency Program, for example, was set up in the fall of 2000, and the Clean Air Program joined the Department of the Environment in July 2000. The Resource Efficient Building Program has only been in place for two years and the Integrated Pest Management Program was started in 1998. As a result, we are just starting to implement systems for short and long term planning, design of programs and evaluation of services.

The following feedback on services came from the gender analysis survey conducted with employees:

- Hasn't yet been a thorough evaluation of services because programs are fairly new
- Program staff feels involved in this process
- Recommendation: Generate evaluation measures for all services. In doing this, give staff sufficient time to adequately develop these measures. *COSW RECOMMENDATION: Integrate gender concerns into the development of evaluation measures.*

D. EMPLOYMENT QUESTIONS

Overall Workforce Composition:

1) Review data:

- a. Women comprise 38% of the professional and official level positions (3/8) and 62% are men (5/8)
- b. Of the female-held professional and official positions, 2 of the 3 are white and one Indian.
- c. Of the male-held professional and official-level positions, all are white (5/5).
- d. Men hold all three technical positions
- e. Of the male-held technical positions, two are white, and one is Asian
- f. The one skilled craft position (shuttle driver) is held by a female African American
- g. Four of the seven commissioners are white and three are people of color
- h. Four of the seven commissioners are women and three are men

2) Best practices:

- a) SFE exceeded the identified labor pool of women officials for their specific job category: in the City, the labor pool data showed that there is an availability of 41.5% women officials and administrators and the department has 50% women officials (1/2).

3) Room to improve:

- a. The department found that it came short of meeting the identified labor pool of women professional percentage. Women hold 33% of professional positions while the labor pool data shows that there is an availability of 47.8% women professionals.
- b. The department has only one person of color in a professional level position. This underrepresentation reflects the need to take extra steps in the recruitment effort (as discussed below) in order to attract people of color to future job openings.

Unfortunately there is still limited diversity in some of the areas that the Department of the Environment focuses on, giving us a limited pool from which to find qualified applicants. And while the number of women working in environmental programs has increased, the number of people of color in the same programs is smaller. This presents us with a major challenge, since it is still difficult to find a diverse pool of qualified candidates, even with better recruitment practices.

Recruitment:

1) Review data:

- a. When recruiting for a job opening, SFE posts the job announcement on the City website, as well as on opportunity NOCS, Jobseeker, and Ejobs. Job announcements are also listed in various community newspapers including China Press, Chinese Times, El Reportero, San Francisco Bay Times, San Francisco Bay View, Small Business Exchange and Craigs list. In addition, the posting is mailed out to the entire mailing list consisting of community-based and environmental groups across the country.

2) Best Practices:

- a. Because people of color are underrepresented in the environmental policymaking labor pool, SFE tries to go beyond the traditional environmental mediums by advertising with various outreach newspapers, as mentioned above.

3) Room to Improve:

- a. While SFE advertises job announcement in nontraditional community newspapers and publications, the final hiring has not resulted in a stronger representation of people of color in professional level positions. Therefore, SFE has to put more effort in doing outreach that goes beyond the traditional method of posting the job announcement. This might involve making a personal outreach call to some of the advocates of color who are working in the environmental field, getting leads and following up on those leads. Because this might involve quite some time and energy, SFE might need to identify additional funds to ensure that such an individualized outreach is possible.

The following feedback on employee recruitment/hiring came from the gender analysis survey conducted with employees:

- Recruitment suggestions included: sending to women's organizations, universities (for graduating students), other local govt. entities (including those outside CA), professional associations (including newsletters and email lists), including specialized professional associations (like the Association of Black Engineers and the Women Energy Associates)
- Hiring suggestions included having a diverse (gender, ethnicity, age) interview panel that is aware of the male/female ratio within the department. Particular attention should be paid to ensuring a workforce that is diverse, including with respect to age.
- Internships should be paid to attract intelligent, qualified interns who are career-tracked for this field and who will remain with the department for some time.
- Recommendation: as department grows, recruit/hire staff so that males and female are more equitably represented in both admin (currently more female) and program (currently more male) staff
- Recommendation: create more entry level program positions to foster women and people of color, who typically do not have the requisite level of experience in this newer field
- The DHR city process is long, impersonal, and inappropriate for professional positions where talented people of color and women have to be wooed. The entire City hiring process needs to be revamped.

The Department has, however, conducted extensive recruitment and outreach to ensure equal opportunity and hiring. These efforts need to be maintained and expanded, particularly since as the Department has expanded into additional program areas, the percentage of women in professional and official positions has declined.

The Department also needs to do a better job in diversifying its hiring panels and keep diversity in the forefront of recruiting for any new positions. The recruitment suggestions listed above will be incorporated into all future hiring processes.

Recommendation: The Department take steps to ensure that diversity is always a prime consideration in recruiting, and do what it can to foster experience in environmental fields through promoting paid internships and entry level positions aimed at recruiting people of color to specialized environmental programs. Diversity should also be a consideration in planning for new program areas. Specific steps that should be undertaken include the following:

- a. Whenever positions are available, make outreach calls to advocates of color and scientific women's groups.
- b. Compile and regularly update a database for recruitment notices.
- c. Develop comprehensive standard recruitment procedures to ensure that all possible outreach options to recruit women and people of color are used.

Recommendation: As resources become available create more paid internships and entry level program positions to recruit women and people of color, who may not have the requisite level of experience in this field.

Performance Reviews and Management:

1. Review data

SFE uses the standard City evaluation form with an additional section for narrative. The process involves first meeting with your supervisor to have a goal-setting meeting, then a mid-year progress assessment meeting at the six-month mark, and a performance evaluation at the end of the year. The end-of-the-year evaluation includes four steps: 1) an employee self-evaluation, 2) supervisor evaluation of the employee, 3) meeting to discuss the evaluation, and 4) final evaluation written by the supervisor. The director follows the pay-per-performance review process.

a. Best Practices

The City Evaluation process for managers and supervisors is comprehensive and extensive. Although the evaluation is designed only for managers and supervisors, the Department of the Environment will be using it for all evaluations.

b. Room to Improve

The Department is behind schedule on conducting performance evaluations, and needs to get back on schedule.

The following feedback on evaluation/management skills came from the gender analysis survey conducted with employees:

- In general, management skills could be improved.
- Recommendation: Periodically, ask staff to evaluate managers so that the evaluation process is mutual. Within the process, focus on areas of improvement.
- There is often too much work to focus on professional development
- On the other hand, some program staff feels that the innovative work itself allows for professional growth
- Both program and administrative staff appear to feel an urgency to get work done, a time crunch
- Recommendation: Quarterly meetings between staff and management to discuss work progress, evaluation, and professional development and promotion
- The department is too small and too new to assess the issue of promotions

Recommendation: The Department should ensure that reviews are conducted on a timely basis, and that time be allocated for regular meetings and feedback sessions with staff.

Flexibility, Health & Safety and Family Care & Benefits

The following feedback on flexibility in time and place, health & safety and family care & benefits came from the gender analysis survey conducted with employees:

FLEXIBILITY IN TIME AND PLACE

- There is strong employee interest in a 9/80 schedule. Fridays are desired day off; constraints could be demand of workload.
- There is significant employee interest in telecommuting, due to reduced commute time, allowing for a quiet atmosphere, environmental benefits, allowing for more time with self/family.
- Employees say that telecommuters should be trusted to work at home, and evaluated on merit (are they completing their work?). Employees could be called when questions arise
- There were differing opinions on criteria for priority, including length of commute. Some staff felt that there should be no priority and rotation was a fair system to ensure office coverage
- Employees felt the office was flexible in allowing them to arrive as desired, but would like to see this flexibility expanded to a 9/80 schedule option
- Employees are more focused on getting the job done and can forget to record overtime as comp time, and will stay late is needed to get the work done

- Some employees say they cannot afford to work part-time due to the high cost of living in the Bay Area

HEALTH & SAFETY

- Female employees were particularly concerned about having to take public transportation at night (due to meetings, working late, etc.) rather than being able to expense a cab on those few occasions

FAMILY CARE & BENEFITS

- Employees of varied family types (including single adults) expressed a need for more personal time in their lives (no time to make dinner, clean the house, exercise, sleep enough, etc.)
- Employees desire reliable, affordable part-time or occasional childcare—this is especially needed when kids are sick and cannot attend day care, share cares, etc.

The Department now has both a flexible work schedule and a 9/80 schedule in place, open to all staff.

Recommendation: That the Department review flexible work schedules, health and safety issues and family care issues on a regular basis. The Department should also research childcare referral options and supply this information to employees.

CEDAW TASK FORCE

May 23, 2001

This meeting was not held. The Agenda items were carried over to the next meeting, on July 25, 2001.

Department on the Status of Women



City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

City and County of San Francisco **CEDAW Task Force Meeting** **Wednesday, July 25, 2001** **2:30-5:00 p.m.**

Room 278 (Board of Supervisors Conference Room)
CITY HALL (#1 Dr. Carlton B. Goodlett Place)

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

1. CALL TO ORDER/ROLL CALL

- ☐ Welcome to new Task Force members.

2. ADOPTION OF AGENDA

3. ADOPTION OF MINUTES

- ☐ Minutes of meetings on February 28, 2001.
- ☐ Minutes of meetings on April 25, 2001.

4. NEW BUSINESS

- ☐ **DISCUSSION/ACTION ITEM:** Schedule a CEDAW Task Force Retreat and update reports from the Juvenile Probation Department and Public Works Department.

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- ☐ **ACTION/DISCUSSION ITEM:** Gender analysis report by the Adult Probation and Task Force feedback and recommendations.
- ☐ **ACTION/DISCUSSION ITEM:** Adoption of the Arts Commission, Rent Board, Environment Department's gender analysis report and recommendations including CEDAW Task Force response.
- ☐ **DISCUSSION ITEM AND/OR ACTION ITEM:** Discussion of 6th CEDAW TASK Force Progress Report.

5. OLD BUSINESS

- ☐ **DISCUSSION ITEM:** Staff progress report on citywide work-life survey.
- ☐ **DISCUSSION ITEM:** Report on public awareness campaign.
- ☐ **DISCUSSION ITEM:** Update on DOSW policy analyst hiring.

Know Your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

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Department on the Status of Women

City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

MINUTES FOR JULY 25, 2001 MEETING

CALL TO ORDER/ROLL CALL

Emily Murase, Chair, called the meeting to order.

Task Force Members

Sonia Melara
Ken Theisen
Myrna Lopez
Krishanti Dharmaraj
Pansy Waller
Cosette Thompson
Emily Murase
Kathy Summers
Maria Guillen

Staff

Ann Lehman, DOSW
Jennifer Mitchell,
DOSW

Public and Department Staff

Dee Williams, Adult Probation
Candace Hill, Adult Probation
Nelly Sun,
Department on the Environment

New Task Force members, Maria Guillen, Kathy Summers, and Sonia Melara were welcomed.

ADOPTION OF AGENDA & MINUTES

- ☐ Ken Theisen moved, Krishanti Dharmaraj seconded, and the Task Force unanimously passed the agenda and minutes of the meetings on February 28, 2001 and April 25, 2001.

NEW BUSINESS

- ☐ **ACTION/DISCUSSION ITEM: Scheduling retreat to plan future CEDAW work.** The Task Force agreed upon a date for a retreat and unanimously voted to tentatively schedule the retreat for Friday, October 26, 2001, from 8 a.m. to 3 p.m. (the location is to be announced). At that time the 6th Progress Report along with recommendations from all six department gender analyses will be discussed. Discussion will also focus on what work should be prioritized in the near and long terms, and the wider context for CEDAW work.

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- ❑ **ACTION/DISCUSSION ITEM: Review and adoption of the Rent Board, and Arts Commission gender analysis reports and recommendations including CEDAW Task Force response.**

These items will be discussed at the next meeting

- ❑ **ACTION/DISCUSSION ITEM: Discussion of 6th CEDAW Task Force Progress Report.**

The task force will discuss the six-month progress report at the retreat on October 26th.

OLD BUSINESS

- ❑ **DISCUSSION ITEM: Update on work-life survey findings and report.**

Jennifer Mitchell, Intern for the DOSW, provided an update on the work-life survey findings. Response to the survey among departments was high. One surprising finding was that despite the existence of many family-friendly work options, the utilization rates among employees were low. Other survey findings were also discussed. Ann Lehman announced that a draft of the report will go out to CEDAW Task Force members for comment before it is finalized.

- ❑ **DISCUSSION ITEM: Update on DOSW policy analyst hiring.**
DOSW will be hiring a temporary policy analyst and is currently conducting interviews of eligible candidates.

- ❑ **DISCUSSION ITEM: Report on public awareness campaign**
 - A proposed public hearing on the results from the six gender analyses from participating departments will be discussed at the September 26, 2001 meeting.
 - Ann Lehman reported she conducted a very successful session on CEDAW with Coalition of Labor Union Women in July, 2001

PUBLIC COMMENT Included in discussions above.

ANNOUNCEMENTS None.

Department on the Status of Women



City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

City and County of San Francisco **CEDAW Task Force Meeting** **Wednesday, September 26, 2001** **2:30-5:00 p.m.**

Room 278 (Board of Supervisors Conference Room)
CITY HALL (#1 Dr. Carlton B. Goodlett Place)

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

CALL TO ORDER/ROLL CALL

- ☐ Introduction of the new DOSW policy analyst.

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ADOPTION OF AGENDA

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ADOPTION OF MINUTES

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- ☐ Minutes of meeting on July 25, 2001.

NEW BUSINESS

- ☐ **DISCUSSION:** World Conference Against Racism.
- ☐ **ACTION/DISCUSSION ITEM:** Gender analysis update report by the Juvenile Probation Department.

OLD BUSINESS

- ☐ **DISCUSSION/ACTION ITEM:** Discuss CEDAW Task Force retreat and point person for agenda and facilitation.
- ☐ **DISCUSSION ITEM/ACTION ITEM:** Adoption of the Arts Commission, Rent Board, gender analysis reports and recommendations including CEDAW Task Force response.
- ☐ **DISCUSSION ITEM:** Work-life survey report.
- ☐ **DISCUSSION ITEM/ACTION ITEM:** Report on public awareness campaign. Discussion of public hearing for 6th CEDAW TASK Force Progress report and recommendations.

PUBLIC COMMENT

ANNOUNCEMENTS

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Department on the Status of Women

City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL
IMPLEMENTATION OF THE UNITED NATIONS CONVENTION ON THE ELIMINATION OF
ALL FORMS OF DISCRIMINATION AGAINST WOMEN

Minutes for September 26, 2001 Meeting

CALL TO ORDER / ROLL CALL

Emily Murase, Chair, called the meeting to order.

TASK FORCE MEMBERS Present

- Krishanti Dharmaraj, WILD for Human Rights
- Youmna Chlala, Amnesty International
- Maria Elena Guillen, Commission on Aging /Local 790
- Myrna Lopez, Office of the Mayor
- Sonia Melara, Arriba Juntos
- Ken Theisen, Bay Legal
- Kathy Summers, Bayview Hunter's Point Foundation / Breast Cancer Support Group
- Pansy Waller, Human Rights Commission

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DOSW Staff Attending

- Ann Lehman, DOSW
- Rebecca Rolfe, DOSW
- Jennifer Mitchell, DOSW

Public and Other Department Staff

- Andrea Shorter, Commission on the Status of Women
- Elizabeth Simpson, WILD for Human Rights
- Julie Posadas, Juvenile Probation Department
- Liz Jackson-Simpson, Juvenile Probation Department

ADOPTION OF AGENDA & MINUTES

Pansy Waller moved, Youmna Chlala seconded, and the Task Force unanimously approved the agenda for the September 26, 2001 meeting and the minutes from the July 25, 2001 meeting.

NEW BUSINESS

DISCUSSION: World Conference on Racism

Krishanti Dharmaraj and Youmna Chlala provided a report on the World Conference on Racism.

Key issues at the conference included: migrant workers; caste issues and the Dalit (the so-called "untouchables" in India), Zionism and the impact of Zionism on Palestinians and the West Bank; reparations for the trans Atlantic slave trade; indigenous communities; and a push to incorporate multiple identities into human rights analysis, i.e. gender, class and racism.

Of the NGOs attending the conference, 25% were from the U.S. The U.S. verbally withdrew, vacating their seat at the government conference, but did not formally withdraw their participation credentials. Media played a significant role in the conference, and Krishanti Dharmaraj and Youmna Chlala felt the media coverage impacted both the process of the conference and the agenda. Although much of the media attention and governmental focus was on the issues of Zionism/Palestine and reparations, there was success on other issues including: African Americans building connections through the African Diaspora; forward movement on identifying sexuality and sexual minorities as a human rights issue; an international focus on Dalits and issues of caste; and movement on using a human rights model to address racial discrimination.

There was brief discussion of the role of the events of 9/11 and the attacks on New York, DC and plane crash in Pennsylvania and what impact this would have had on the U.S. involvement in the World Conference on Racism had these events occurred prior to the conference. Krishanti Dharmaraj and Youmna Chlala felt that the US would not have been as quick to withdraw from the proceedings after the 9/11 events.

ACTION/DISCUSSION ITEM: Gender analysis update report by the Juvenile Probation Department (JPD)

Liz Jackson-Simpson, Director of Community Services, and Julie Posadas, Director of Girls Services, presented information on the Juvenile Probation Department (JPD) progress in addressing CEDAW recommendations.

Ms. Posadas coordinates the gender specific services for girls in Juvenile Hall. She has developed a schedule of gender specific services for girls in both the girls only G1 Unit and the Co-Ed unit and is able to ensure that 100% of the girls in the hall participate in the programs. She also provides a mandatory training for all Juvenile Hall staff on the issues and needs of girls in the juvenile justice system including gender specific services. Last year, Ms. Posadas's program was funded through federal TANF funds. This year the program is funded through state AB 1913 funds. The total cost of the program for this year is \$350,000 that includes funding for community-based programs.

Ms. Posadas identified a problem with a high percentage of girls being arrested for drugs and prostitution. San Francisco is becoming a magnet for youth prostitution with girls from other counties arrested here on prostitution charges and then released their home counties where they do not have gender specific services available. She discussed the need for an inter-county response to this problem since it crosses county jurisdictions. A need for programs for girls focusing on economic development, particularly marketable and transferable skills for girls, was identified.

Ms. Posadas and Ms. Jackson-Simpson provided information about the community organizations currently contracting with JDP, which are renewed contracts from previous years. A list of current contracts and services was provided. The "GIRLS Project" that had previously been funded has not been renewed and will not be replaced at this time. There are still no residential services for girls in the juvenile justice system; Task Force members indicated this is problematic as it contributes to higher retention of girls in Juvenile Hall.

JPD is seeking funding from the Department of Labor and Department of Justice for the Youth Offenders Initiative, a proposed collaborative project that would focus on girl specific services. JPD is also working with the DA's office to get victim compensation money for girls in the juvenile justice system, which would create more accessibility to resources for girls particularly for much needed intervention and mental health services. Questions were raised about current allocation of resources at JDP. As indicated, almost all the funds for girls' services are temporary money, due to run out in the next few years.

Regarding "work-life" policies, the JPD offers trainings on personnel policies and issues.

Regarding collection and analysis of statistics, JPD is starting a new assessment project called PRIDE, which will provide current statistics and outcomes for youth in the system. Copies of a Report and Recommendations to the San Francisco Juvenile Probation Department: Reducing Crowding and Disproportionality at San Francisco Juvenile Hall by James Bell & Sue Burrell were distributed to Task Force members. The PRIDE data collection system will address statistical and data collection which will allow the department to track the progress of CEDAW recommendations regarding gender as well as recommendations in the James Bell report.

DISCUSSION/ACTION ITEM: Work Life Survey Report

Ann Lehman and Jennifer Mitchell gave a PowerPoint presentation on the City and County of San Francisco's Work Life Survey Report. The Report will be available in full in early October and also on DOSW's website at www.sfgov.org/cosw

The survey was the result of issues raised in the six department's gender analyses. The report includes a detailed analysis of the survey data results. This study has shed light on what is happening throughout the City and County of San Francisco's departments in the area of work-life practices. Existing practices vary amongst the departments surveyed and benefits and concerns were identified; these can now be addressed in a comprehensive manner. Suggestions from departments look toward an institutional or Citywide response to support departments' implementation of work-life programs.

Neither the Task Force nor DOSW are making specific recommendations at this time but will provide them upon completion of the employee survey.

DISCUSSION/ACTION ITEM: Adoption of the Arts Commission and Rent Board gender analysis reports and recommendations including CEDAW response.

Ken Theisen moved, Maria Guillen seconded, and the Task Force unanimously approved adopting the Rent Board gender analysis report and recommendations.

Sonia Melara moved, Ken Theisen seconded, and the Task Force unanimously approved adopting the Arts Commission gender analysis report and recommendations.

DISCUSSION/ACTION ITEM: Discuss CEDAW Task Force retreat and point person for agenda and facilitation.

The CEDAW Task Force retreat will be held on Friday, October 26th from 8 am – 3 pm. Ken Theisen and Rebecca Rolfe will be point people for the agenda; please email agenda topics and requests to them (Rebecca at Rebecca_Rolfe@ci.sf.ca.us; Ken at Ktheisen@BayLegal.org). WILD for Human Rights may be able to offer their conference room, Krishanti Dharmaraj will confirm if the room is available.

DISCUSSION/ACTION ITEM: Report on public awareness campaign. Discussion of public hearing for 6th CEDAW Task Force Progress Report and recommendations.

Forwarded to retreat agenda.

PUBLIC COMMENT: none

ANNOUNCEMENTS:

Pansy Waller announced that this would be her last Task Force meeting. She indicated that the department will appoint a replacement for her on the Task Force.

Bayview Hunter's Point Foundation is publishing a calendar of local women. Proceeds from the sales of the calendar will go to support services for women with breast cancer. Please contact the Bayview Hunter's Point Foundation to order the calendar.

There was discussion regarding increased awareness of hate crimes directed towards South Asian, Arab, and Muslim women who may be at increased risk of violence after the events of 9/11.

ADJOURNMENT

Ken Theisen moved, Sonia Melara seconded, the Task Force unanimously approved the motion to adjourn.

Department on the Status of Women



City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

City and County of San Francisco **CEDAW Task Force Retreat** **Friday, October 26, 2001** **8:00 am – 3:00 p.m.**

WILD For Human Rights Office
Suite 407, 1375 Sutter Street
San Francisco, CA 94109

Wheelchair access to the meeting location available through door at 1355 Sutter Street. American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Cathedral Hill Hotel, Van Ness Avenue and Sutter Streets, the private lot adjacent to the building, and metered parking spaces on Van Ness Avenue, Sutter Street or Gough Street. Accessible MUNI Lines are the 2, 38 and 47 lines. Additional public transportation is available through the MUNI 3, 4, and 49 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

A G E N D A

CALL TO ORDER/ROLL CALL

- ☐ Introduction of new Task Force Member(s).

ADOPTION OF AGENDA

ADOPTION OF MINUTES

- ☐ Minutes of 9/16/01 Meeting

NEW BUSINESS:

- ☐ **DISCUSSION:** Review Task Force History and Accomplishments

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- ❑ **DISCUSSION / ACTION ITEM:** Review ordinance requirements and future of CEDAW year 2003 and beyond.
- ❑ **DISCUSSION / ACTION ITEM:** Propose CEDAW Task Force Goals for 2002
- ❑ **LUNCH / BREAK**
- ❑ **DISCUSSION / ACTION ITEM:** Continue work on CEDAW Task Force Goals for 2002

OLD BUSINESS

- ❑ **DISCUSSION / ACTION ITEM:** CEDAW Task Force Report to Board of Supervisors
- ❑ **DISCUSSION:** Report on Public Awareness Campaign

DISCUSSION: VISION OF CEDAW IMPACT IN YEAR 2007

PUBLIC COMMENT

DISCUSSION: EVALUATION OF RETREAT

ANNOUNCEMENTS

ADJOURN

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Department on the Status of Women



City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

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CEDAW TASK FORCE

**CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL
IMPLEMENTATION OF THE UNITED NATIONS CONVENTION ON THE ELIMINATION OF
ALL FORMS OF DISCRIMINATION AGAINST WOMEN**

**Minutes for October 26, 2001 Retreat
8:00 am to 3:00 pm
WILD For Human Rights Office
1375 Sutter Street, Suite 407**

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CALL TO ORDER / ROLL CALL

Emily Murase, Chair, called the meeting to order.

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TASK FORCE MEMBERS Present

Krishanti Dharmaraj, WILD for Human Rights
Younna Chlala, Amnesty International
Maria Elena Guillen, Commission on Aging /Local 790
Myrna Lopez, Office of the Mayor
Sonia Melara, Arriba Juntos
Ken Theisen, Bay Legal
Kathy Summers, Bayview Hunter's Point Healthcare Task Force
Carmen Herrera, Human Rights Commission

DOSW Staff Attending

Ann Lehman, DOSW
Rebecca Rolfe, DOSW

Public and Other Department Staff

Nicole Damasco, Santa Cruz Commission on the Status of Women
Sheila Delaney, Santa Cruz Commission on the Status of Women
Kimberly Carver, SF Human Rights Commission

ADOPTION OF AGENDA & MINUTES

Ken Theisen moved, Youmna Chlala seconded, and the Task Force unanimously approved the agenda for the October 26, 2001 retreat. Ken Theisen moved, Maria Guillen seconded and the Task Force unanimously approved the minutes from the September 26, 2001 meeting with a correction in the title for Kathy Summers.

DISCUSSION: REVIEW TASK FORCE HISTORY AND ACCOMPLISHMENTS

Ann Lehman provided a history of the events leading up the creation of the Task Force and the accomplishments of the Task Force work to date. Youmna Chlala provided additional background and context on the history of human rights work in the US and internationally. Ann provided Task Force members with a one-page summary of the accomplishments of the Task Force.

Task Force members participated in an exercise to identify leaders in the Human Rights movement and individuals who had supported the Task Force members in being able to participate in CEDAW work. Among the people recognized were family members, co-workers, teachers, and leaders instrumental in bringing CEDAW to San Francisco.

Emily Murase, Chair, provided each Task Force member with a certificate of appreciation for his or her work in support of CEDAW implementation in San Francisco.

Emily Murase clarified that the recommendations for goals and priorities that the Task Force is making today will need to be reviewed by the Commission and the Department on the Status of Women regarding allocation of staff time and Department resources. She also provided information on the Commission on the Status of Women's retreat on October 13th including Commission and Department priorities for the 02/03 fiscal year.

DISCUSSION / ACTION ITEM: REVIEW ORDINANCE REQUIREMENTS AND FUTURE OF CEDAW YEAR 2003 AND BEYOND

Rebecca Rolfe provided copies of the CEDAW Ordinance and reviewed sections 12k.3, Local Principles of CEDAW, and 12k.4 Implementation of the Principles of CEDAW in San Francisco.

Task Force members brainstormed the following possible future priorities for CEDAW work in San Francisco (not in order of priority):

- Training and education to counteract opposition to CEDAW
- Stronger connections between CEDAW and International Convention on the Elimination of all forms of Racial Discrimination
- Opportunities to bring CEDAW into the private sector
- Explore partnerships w/in City Departments & community groups
- Engage the community / Establish community advocacy for CEDAW
- C/DOSW needs financial resources / budget to implement CEDAW
- Research connections w/ principles of Equal Access Ordinance
- Work w/ SFUSD represents opportunity to bring girls focus into CEDAW
- Enhance enforcement in Ordinance, need stronger enforcement than just C/DOSW (city contracts, how to engage community in enforcement?)
- Connect monitoring and enforcement
- Ask Departments who have undergone the gender analysis to provide us with feedback about "lessons learned" in the process

- Youth Summit offers opportunities to work with girls
- Ask other City departments to commit money to C/DOSW to implement CEDAW
- Review diversity of workforce, examine occupations dominated by women
- Connect w/ unions & review issues brought to unions for CEDAW issues, particularly unsafe working conditions
- Work w/ transgender communities
- Work w/ immigrant women & girls
- Work w/ incarcerated women & girls

DISCUSSION / ACTION ITEM: PROPOSE CEDAW GOALS FOR 2002

Task Force members brainstormed and prioritized the following goals outside of existing commitments for FY 2002 and beyond (priorities established through each task force member allocating one point to each of their top three priorities):

Top Priority for 2002 (3 - 4 points)

- Create a 5 year citywide action plan & transition plan for Task Force (5 points)
- Hold a public hearing / generate more PR for CEDAW (4 points)
- Revise gender analysis guidelines to include impact of all identities, make more user friendly, address language accessibility/connect w/ "Equal Access Ordinance", compare women and men (3 points)
- Give CEDAW "teeth" (enforcement) and review governmental role of task force in relation to other City Departments; address monitoring / enforcement procedures (3 points)

Next Priorities for 2002 (1 - 2 points)

- Start CEDAW implementation in private sector (non profit & for profit) (2 points)
- Strategic coalition building w/ human rights groups (example 9/11 events) (2 points)
- Streamline the gender analysis guidelines and provide training on guidelines (2 points)
- Conclude work life study, needs assessment & recommendations; work w/ unions (1 point)
- Look into girl specific issues & outreach (1 point)
- Explore union connections to do recruitment, moving women into higher paying jobs & advancement; dissemination of information (1 point)

Not Prioritized for 2002 (0 points)

- Briefing for task force on transgender issues
- Review and possibly revise gender analysis monitoring process
- Tie in international human rights efforts & local CEDAW work
- Address data collection issues
- Briefing for task force on Human Rights Commission work / role (especially in relation to enforcement)
- Examine existing state laws that are complimentary to CEDAW
- Wage analysis of non-profit vs. government vs. private sector workers
- Develop strategic connections with Equal Access Ordinance Implementation
- Additional monitoring and follow-up w/ 6 completed department gender analysis
- Strategy for incorporating CEDAW into City's budget process
- Develop a budget strategy for C/DOSW to implement CEDAW

- More public awareness activities
- Streamline training plan
- Address upward mobility / professional development for low wage working women and women in non-traditional positions
- Gender analysis of girls services & advocacy re girls issues
- Address CEDAW issues re incarcerated women

Task Force members broke into groups to draft work plans each of the prioritized areas. These are summarized in a separate document (see CEDAW Task Force Work Plan for 2002).

Myrna Lopez moved, Sonia Melara seconded, and the Task Force approved 4 to 2 a motion to continue the work-life employee survey as old business and consider present findings and other recommendations under the 5-year plan.

Ann Lehman and Rebecca Rolfe will take the rough drafts of the work plans, revise them, and bring them back to the Task Force for review at the November meeting.

DISCUSSION / ACTION ITEM: CEDAW TASK FORCE REPORT TO BOARD OF SUPERVISORS

Forwarded to the November 26th Task Force Meeting.

DISCUSSION: REPORT ON PUBLIC AWARENESS CAMPAIGN

Forwarded to the November 26th Task Force Meeting.

DISCUSSION: VISION OF CEDAW IMPACT IN YEAR 2007

Brainstormed items above should be included in the long-term vision for CEDAW. Additional discussion on this item will happen during development of the Five Year Action Plan.

PUBLIC COMMENT

Included throughout the agenda.

DISCUSSION: EVALUATION OF THE RETREAT

Task Force completed a plus/delta evaluation of the retreat.

ADJOURN

Meeting Adjourned at 2:55

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Department on the Status of Women

City and County of San Francisco
Rosario Navarrette, Interim Executive Director
Mayor Willie L. Brown, Jr.

City and County of San Francisco **CEDAW Task Force Meeting** **Wednesday, November 28, 2001** **2:30-5:00 p.m.**

Room 278 (Board of Supervisors Conference Room)
CITY HALL (#1 Dr. Carlton B. Goodlett Place)

American Sign Language interpreters and a Sound Amplification System provided upon request with 48-hour advance notice to Commission on the Status of Women at (415) 252-2570. Accessible parking available at the Civic Center Plaza Garage, the private lot adjacent to the building, and metered parking spaces adjacent to the building or on Oak Street or Hickory. Accessible BART station is the Civic Center Station on Market and between 7th & 8th Streets. Accessible MUNI Metro station in the Van Ness Station and lines are J, K, L, M and N. Accessible MUNI Lines are the 6, 7, 42, 47, 49 and 71 lines. Accessible seating for persons with disabilities (including those using wheelchairs) will be available. Meeting proceedings available in alternative formats. In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City to accommodate these individuals. To make arrangements or for accessibility information, contact 252-2570 (Voice) or 252-2550 (TDD).

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CALL TO ORDER/ROLL CALL

ADOPTION OF AGENDA

ADOPTION OF MINUTES

- ☐ Minutes of retreat on September 26.

NEW BUSINESS

too late to post

- ☐ **DISCUSSION / ACTION ITEM:** Review and approve Work Plan for 2002. Establish working group assignment for Task Force members.
- ☐ **DISCUSSION / ACTION ITEM:** Establish Task Force meeting schedule for 2002

- ☐ **DISCUSSION / ACTION ITEM:** Adoption of the Adult Probation gender analysis reports and recommendations including CEDAW Task Force response.

OLD BUSINESS

- ☐ **DISCUSSION / ACTION ITEM:** Review and approve 6th CEDAW TASK Force Progress report.
- ☐ **DISCUSSION / ACTION ITEM:** Report on public awareness campaign.

PUBLIC COMMENT

ANNOUNCEMENTS

Know Your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the peoples business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance, or to report a violation of the Ordinance, contact the Sunshine Ordinance Task Force at Phone: (415) 554-7724, Fax: (415) 554-5163 E-mail: Donna_Hall@ci.sf.ca.us

The ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Attention: Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (SF Admin Code 16.520 - 16.534) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at 1390 Market Street #701, San Francisco, CA 94102, telephone (415) 554-9510, fax (415) 703-0121 and web site <http://www.ci.sf.ca.us/ethics>.

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Department on the Status of Women

City and County of San Francisco
Rosario Navarrette, Interim Executive Director
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CEDAW TASK FORCE

CITY AND COUNTY OF SAN FRANCISCO TASK FORCE FOR THE LOCAL IMPLEMENTATION OF THE UNITED NATIONS CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN

Minutes for November 28, 2001 meeting.

CALL TO ORDER / ROLL CALL

Emily Murase, Chair, called the meeting to order.

TASK FORCE MEMBERS Present

- Emily Murase, Chair, Commission on the Status of Women
- Cosette Thompson, Amnesty International
- Maria Elena Guillen, Commission on Aging /Local 790
- Ken Theisen, Bay Area Legal Aid
- Carmen Herrera, Human Rights Commission
- Angela Calvillo, Board of Supervisors
- Sarah He, Board of Supervisors

DOSW Staff Attending

- Ann Lehman, DOSW
- Rebecca Rolfe, DOSW

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ADOPTION OF AGENDA & MINUTES

Ken Theisen moved, Maria Elena Guillen seconded, and the Task Force unanimously approved the minutes from the October 26, 2001 retreat. Ken Theisen moved, Maria Guillen seconded and the Task Force unanimously approved the agenda for November 28, 2001 meeting.

NEW BUSINESS

- ☐ **DISCUSSION / ACTION ITEM:** Review and approve Work Plan for 2002 and establish working group assignment for Task Force members. DOSW staff Rebecca Rolfe reviewed the draft of the CEDAW Task Force Work Plan for 2002 with goals, objectives, timeline, and action steps. Ken Theisen moved, Maria Elena Guillen seconded, and the Task Force unanimously approved the attached work plan with a notation to correct a few of the timelines and an understanding

that the timelines are goals that may change once established work groups review their assignments. A sign-up sheet for Task Force members was circulated.

Goal #1: Improve the quality of life of women and girls in San Francisco by ending discrimination

Outcome: Institutionalize CEDAW in City of San Francisco by developing and implementing a Five-Year Action Plan.

Goal #2: To increase awareness and understanding of CEDAW principles and support for the Five-Year CEDAW Action Plan within City Departments and the San Francisco community.

Outcome: Conduct educational presentations and a public hearing to provide information on CEDAW principles and the CEDAW Five-Year action plan, and receive community feedback.

Goal #3: To improve the effectiveness of the City department's implementation of the recommendations included in the Gender Analysis.

Outcome: Measurable achievements reported to the Task Force through monitoring and follow up with City Departments who have completed the Gender Analysis.

Goal #4: To improve/expand/publicize work life options for employees who work within the public and private sectors of San Francisco.

Outcome: To increase public awareness of work life options for employees throughout the public & private sectors of San Francisco; to publish best practices report on work life policies.

- ☐ **DISCUSSION / ACTION ITEM:** Establish Task Force meeting schedule for 2002. Ken Theisen moved, Carmen Herrera seconded, and the Task Force unanimously approved the following meeting times for 2002. Each meeting will take place at City Hall (room to be announced per Sarah He) from 2:30-4:30 p.m.
January, 23, February 27, April 24, June 26, July 24, September 25, November 20. A public hearing date for presentation of the Five-Year Action Plan to the Board of Supervisors to be announced.

- ☐ **DISCUSSION / ACTION ITEM:** Adoption of the Adult Probation Gender Analysis Reports and recommendations including CEDAW Task Force response. The Task Force reviewed the Adult Probation Department's Gender Analysis Report, along with its appendix and questions and answers to a series of questions regarding their domestic violence work. Ken Theisen moved, Maria Elena Guillen seconded, and the Task Force unanimously approved the acceptance of the gender analysis report with the understanding that the Task Force would prepare its own response to the report and questions.

The Task Force was impressed with the Adult Probation's incorporation of many previous concerns, namely:

1. the information reviewed in data collection about Adult Probation "services,"
2. the adjustment to qualifications of probation officers to ensure an equitable recruitment effort,
3. information on use of interpretative services, and
4. an effort to answer the Task Force's domestic violence questions.

Also noted were some of the best practices such as the Power and Network programs for women probationers who have drug and alcohol problems, telecommuting programs, and a diverse workforce, especially the high number of women probation officers, a nontraditional employment occupation for women.

Significant concerns about the Department's CEDAW implementation remain. Some of the Department's most innovative and successful programs, such as the Network and Power programs for women probationers are reliant on grant funds. Language access is still an issue as language capacity, even on phone messages, is primarily limited to English and Spanish. Gender is not considered during preparation of the department's budget, and it appears that women are over represented in lower paid administrative positions.

Specific Task Force concerns about the Adult Probation Department's policies and practices regarding domestic violence cases included:

- 1) Overload in assignment of cases to Probation Officers (PO), the ideal caseload is 50. Currently DV Unit POs are carrying 94 cases each.
- 2) Shortage of Staff for specialized units relative to the number of cases in that area of specialization and lack of attention to an assessment of the seriousness of the past and potential re-offense.
- 3) Concerns about DV Probation Officers training. Much of the training appears to be voluntary and based on availability of funds.
- 4) The tracking of DV cases and re-offenses.
- 5) The inability to know if a probationer re-offends, and once they are aware of a new offense, protocols for responding.
- 6) Contact with victims/survivors. In particular, what kind of communication do they have, how are victim/survivors referred to intervention and other services, how does the PO preserve the safety of the victim/survivors?

Lastly, the Task Force noted the Department's concern that they were not made aware of all of Task Force members particular interests until the report was presented at a meeting and that it would have been helpful to have Task Force members attend meetings with DOSW staff as the work progressed. Better communication at the beginning of the gender analysis will be addressed in the final CEDAW Task Force Recommendations and Action Plan.

OLD BUSINESS

- ❑ **DISCUSSION / ACTION ITEM:** Review and approve 6th CEDAW Task Force Progress report. Ken Theisen moved, Carmen Herrera seconded, and the Task Force unanimously approved the 6th CEDAW Task Force report with the understanding that it would include the Adult Probation's Final Gender Analysis and response, a summary of the first two department's gender analysis and recommendations, and be circulated as soon as possible to the Mayor and the Board of Supervisors. The Task Force designated Ken Theisen and Emily Murase to review and approval the report prior to circulation.

Also discussed was the presentation of the report to the commissions or governing bodies of all six departments that have undergone gender analysis during the next two calendar years.

- ❑ **DISCUSSION / ACTION ITEM:** Staff reported on public awareness campaign.

DOSW staff Ann Lehman met with Michele Y. Stanners, Regional Director, The Council of Canadian Unity, Calgary, Alberta regarding the implementation of CEDAW in San Francisco.

DOSW staff Ann Lehman and Rebecca Rolfe along with Cosette Thompson met with "Women's Advocacy in the United States," a program of The Asian Foundation. The meeting focused on the adoption and implementation of CEDAW. A variety of Korean Women's groups, including Jung Chouns-sook, Korea Women's Hot Line, Park Bong Jeong-Sook, Womenlink, Young Ju, and Seoul Women Workers' Association (SWWA) participated.

DOSW staff Ann Lehman gave info and technical assistance to Professor Isabella Bakker from Canada who is working with the UN on gender analysis of budgets.

The following items concern the Work-Life Project.

- Maria Guillen reported that a meeting has been set up with Local 790 and other unions to discuss the employee needs assessment.
- DOSW staff Ann Lehman sent information on the work-life report to a variety of policy groups. A press release was sent to both DOSW's list of neighborhood and ethnic newspapers. The Mayor's office also sent it to the press fax list.
- DOSW staff Ann Lehman attended a seminar by *One Small Step* on making the business case for work-life options. Handed out at the conference was a report on their study of the work-life practices of San Clara workers, including the private and public sectors, called *The Bay Area Work/Life Inventory*.
- DOSW staff Ann Lehman and intern Jennifer Mitchell gave a presentation for a graduate class at SFSU (Sonia Melara's) on work-life options.
- Article on the Work-Life Report appeared in the *SF Independent* newspaper in November, 2001.

There were two requests for presentations regarding the adopting of CEDAW locally: one from the Commission on the Status of Women in Santa Clara and the other from the YWCA of Palo Alto.

PUBLIC COMMENT

Included above.

ANNOUNCEMENTS

Cosette Thompson gave an update on the national work being done on adopting CEDAW in the U.S. For the short time between a change in the majority of the U.S. Senate leadership (from Republicans to Democrats) and 9/11 there was a move to bring the adoption of the U.N. CEDAW treaty up for hearings. This has taken a back seat to the events of 9/11 but will be an issue again in the spring of 2002.

ADJOURN

Meeting Adjourned at 4:55 p.m.

